PROXIMATE COMMUTING: A DEMONSTRATION PROJECT OF A STRATEGIC COMMUTE TRIP REDUCTION PROGRAM

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PROXIMATE COMMUTING: A DEMONSTRATION PROJECT OF A STRATEGIC COMMUTE TRIP REDUCTION PROGRAM

by

Gene Mullins
and Carolyn Mullins
Mullins & Associates, Inc.
220 West Mercer Street, Suite 500
Seattle, WA 98119-3954

for

Washington State Transportation Center
University of Washington, JD-10
University District Building, Suite 535
1107 NE 45th Street
Seattle, WA 98105-4631

Washington State Department of Transportation
Office of Urban Mobility
401 Second Avenue South
Seattle, WA 98104

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EXECUTIVE SUMMARY

The dramatic increase in vehicle miles traveled (VMT) in Washington state and throughout the nation in recent years is well documented. Increased VMT in the Seattle/Puget Sound region has raised the area from the sixth worst congested in the nation to the fourth worst as of 1995, and projections indicate traffic may grow to near-paralysis levels within the next two decades. Census data also show that one of every eight Puget Sound workers now commutes forty-five minutes or longer to work each day.

Current opinion contends that you can no longer build your way out of congestion by constructing new highways or rail systems, primarily due to the environmental impacts, prohibitively high construction costs and objections from affected neighborhoods.

With diminished supply-side options available for attacking congestion, much attention has turned to demand-side tactics that focus on individual behavior. Ride sharing, telecommuting, flex-time, congestion pricing, and elimination of free parking are examples of transportation demand management (TDM) strategies.

The behavior valued most by commuters is driving alone to work. This prized freedom is also the very behavior that is a major contributor to congestion, and the majority of commuters have clearly demonstrated they would rather be stuck in traffic in their own cars than switch to an alternative mode of transportation.

The most basic cause of traffic congestion is too many people/vehicles trying to occupy the same roadway space at the same time. It stands to reason, then, that if the ultimate solution to traffic congestion is for people to stay home and not drive, thereby eliminating all demand for roadway space, then the next best solution is for people to go no farther than necessary to satisfy their wants or needs.

Although several traditional TDM strategies provide some congestion relief by moving more people in fewer vehicles, "proximate commuting," as created and developed by Mullins & Associates, Inc., goes one step further and removes **both the person and the vehicle** from a major portion of the commute trip by systematically reducing the

critical element of **distance traveled**. By decreasing commute distance, one can effectively reduce traffic congestion, auto emissions, and fuel consumption – even if commuters elect to drive alone to work.

Short commutes, in turn, increase the opportunities for individuals to leave their cars at home and walk, bike or rideshare. The optimal scenario, of course, is for employees to have short commutes using a transportation mode other than driving alone to work.

In a participant-to-participant comparison, proximate commuting may provide greater transportation system relief than mode shifts from single occupancy vehicle (SOV) to high occupancy vehicle (HOV) since the mode shift individual still must travel the original, or greater, distance from home to work and will still commute the same distance in some type of vehicle. This contrasts with the proximate commuter who, along with the commute vehicle, will be totally removed from a major portion of the commute trip and may additionally switch to an HOV or a non-motorized mode.

KEY BANK OF WASHINGTON DEMONSTRATION PROJECT

The goal of the Key Bank of Washington proximate commuting demonstration project was to test the hypothesis that a substantial amount of long distance commuting is unnecessary and undesirable for many commuters, and that it can be prevented or significantly reduced at multi-site employer locations (i.e., banks, retail chains, government agencies, etc.) through more deliberate efforts to match new and existing employees to work sites closer to their homes.

During the fifteen-month demonstration project, nearly five hundred non-exempt employees at thirty Key Bank of Washington branches in King, Snohomish and Pierce counties were given the opportunity to enroll in a proximate commuting demonstration

program and be considered for voluntary reassignment to branches closer to their homes. Highlights of the project results are as follows:

Results at Test Sites:

- **65% Reduction** in commute miles traveled for "Proximate Commuters" (participants who transferred to a shorter-commute site)
- **33% Reduction** in the longest commute per branch
- **17% Reduction** in overall average commute distance per branch
- **17% Enrollment rate** -- 1 out of 6 eligible

Observations at Control Sites:

- **36% Increase** in longest commute per branch
- **26% Increase** in average commute distance per branch

Nine branches, selected as control sites, included three sites closest to the best performing test sites, three closest to the poorest performing test sites, and the last three remaining on the original list of potential demonstration project test sites.

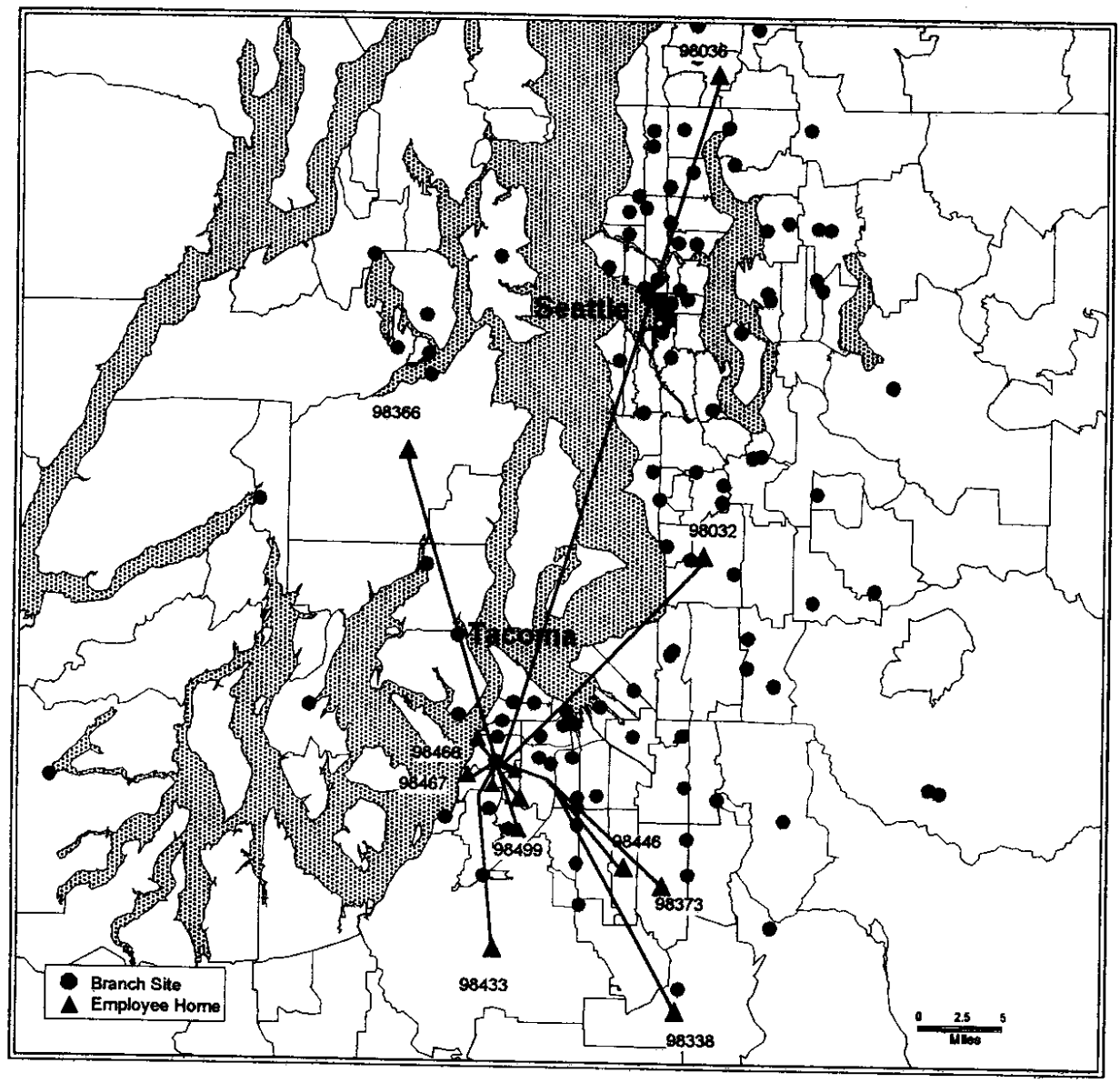
Although a decision had been made at the start of the demonstration not to use control sites due to budget limitations, the need for such comparative data was raised after the project was concluded. Thus, the selection of control sites and the commute data analysis for those sites were undertaken after the completion of the demonstration.

No unusual circumstances were identified to account for the increase in commute miles at the control sites. A more thorough analysis of control data would be appropriate in future studies.

These project results confirm that proximate commuting is a viable, low-cost method for significantly reducing commute time, distance, expense and stress for the employee, while at the same time providing the employer a more productive work force. Figures 2 and 3 show the before-and-after commute patterns for the project test branch that experienced the best reduction in commute miles. Comparison of the two clearly illustrates the enormous potential benefits of proximate commuting for the employee, employer and the environment.

Figure 2.

Key Bank of Washington
University Place Branch
Before Proximate Commuting

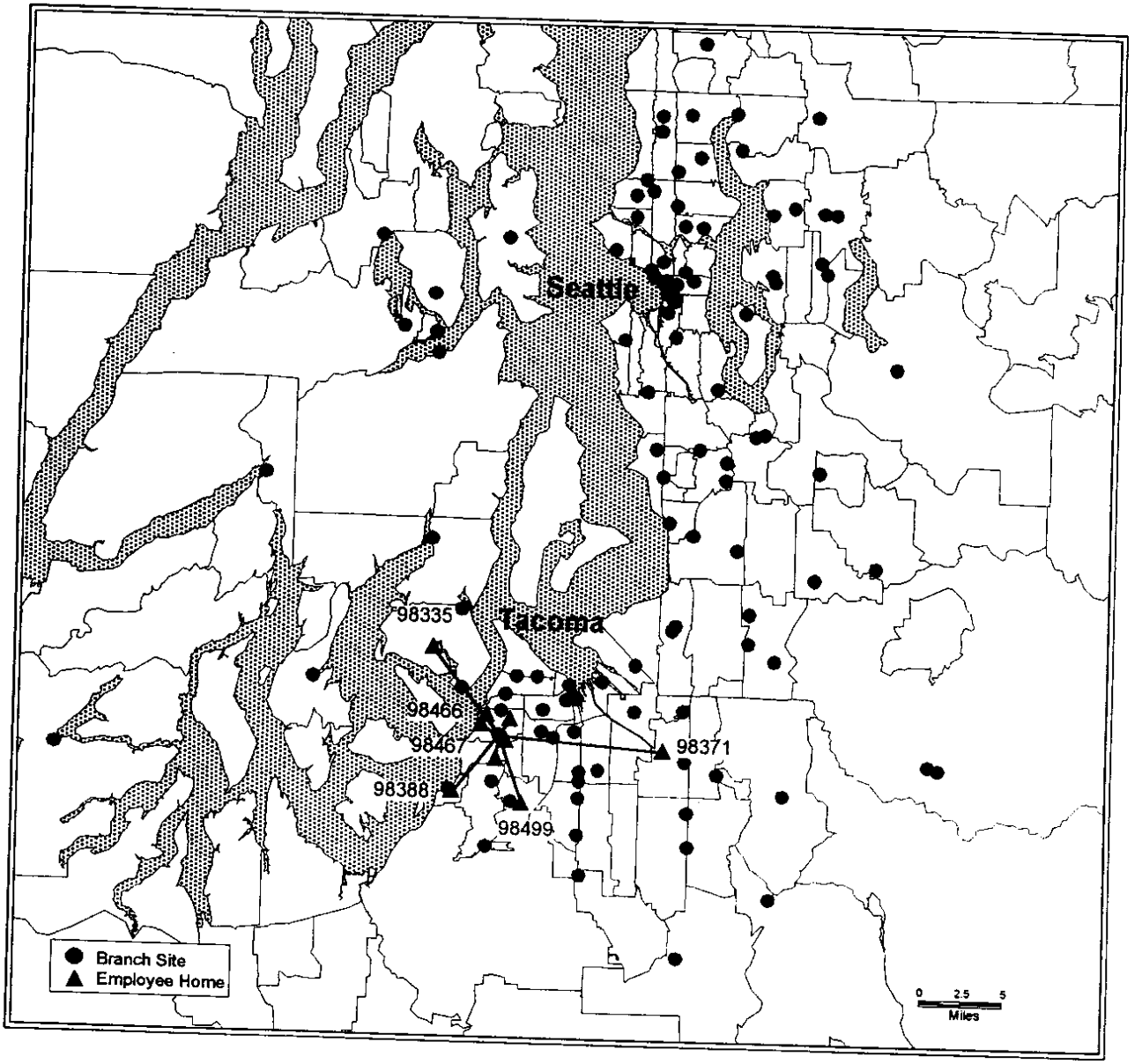


Longest Commute (miles)	48.7
Average Commute	11.5
Shortest Commute	1.0
Total Miles One Way	150
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Figure 3.

Key Bank of Washington
University Place Branch
After Proximate Commuting



Longest Commute (miles)	9.9
Average Commute	3.6
Shortest Commute	1.0
Total Miles One Way	32.6
Employees	9

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

From an effectiveness standpoint, the percentage of employees who transferred to shorter-commute work sites in the demonstration project (this excludes additional commute reductions realized through improved new-hire placements and residential changes) matched the percentage of Puget Sound commuters who ride the bus to work. Proximate commuting program costs are negligible compared to busing, and the net benefits of proximate commuting to the employee, employer and society can be far greater than those of transit. Ideally, employees should have the opportunity to work close to home and to use a non-SOV mode to get to their work site.

REGIONAL AND STATE-WIDE IMPLEMENTATION

Of the 3,309,293 employees in Washington State in the second quarter of 1995, approximately 1,281,000, or 39%, worked for multi-site employers. In King, Snohomish and Pierce counties 48% worked for employers with more than one work site, compared to 45% in Spokane County and 41% in Clark County. (State of Washington Employment Security Department, Labor Market and Economic Analysis, August 1995.)

Proximate commuting appears to be most appropriate in large metropolitan areas that have a greater number of multi-site employers with many having large numbers of branch locations. Although Spokane and Clark counties have about the same **percentage** of multi-site employees as the Puget Sound area, a search of directories for the two areas found few employers listing more than six to eight work sites.

Focus Groups and Targeted Telephone Interviews

Private and public organizations were contacted to determine the feasibly of proximate commuting for other regional and state-wide employers. Focus group discussions and targeted telephone interviews were conducted for this purpose. Three focus group sessions with eight to ten senior and middle management participants per

group were originally planned. Unfortunately, many senior managers contacted delegated the task to other staff members. This may have contributed to a low focus group participation rate.

As a result, two focus groups were held with one Employee Transportation Coordinator (ETC) from each of the following: a major regional manufacturer, a major retail chain, a home improvement retailer, a medical center and a city government.

Due to low focus group participation, ten targeted telephone interviews were conducted to supplement the research. A cross-section of major employer types were interviewed, including, medical, fast-food, coffee retail, department store chain, banking, copy center chain, grocery store chain, state education, and city utility. Together, focus group and telephone interview participants represented organizations with over 1,100 work sites and approximately 150,000 employees in Washington state.

Since all focus group participants had one or more sites affected by Washington state's Commute Trip Reduction (CTR) requirements, they were very knowledgeable of the various programs aimed at reducing commute trips. After reviewing a "Proximate Commute Concept Statement," they were shown commute maps from a previous proximate commuting feasibility study and were told that 83% of the employees examined in the study lived closer to an average of 10 branches of the same bank than the one where they worked each day.

Participants were amazed at the amount of long distance commuting shown on the commute maps as well as the number of alternate shorter-commute work sites per employee. They agreed that the maps are an important tool in assessing and understanding existing commute patterns. None, however, had ever seen or used similar maps to determine if employees at their organization could do their same jobs at alternate, closer-to-home sites.

Most agreed that the program falls into the broad category of "Home-Work-Life" benefits and that underlying corporate and organizational policies are necessary to facilitate program implementation.

Focus group participants were asked how management might respond to the idea of proximate commuting and what they perceived to be the negative and positive aspects of the program.

Several participants observed that some managers may say that they are "doing it already." This may be true to the extent that informal efforts may be made to try to place new-hires close to home, or that they may try to respond to employee requests for transfer to sites closer to their homes. None, however, had a method to evaluate or quantify the success of this effort, and none had ever considered promoting the idea of offering a voluntary program to identify long distance commuters and facilitate their transferal to short-commute work sites.

While the Employee Transportation Coordinator participants could appreciate the program benefits to employees and the environment, their concerns basically centered around upper management perception and sponsorship. Other potential drawbacks and barriers mentioned included:

- loss of seniority if one transfers to a new site
- breaking up effective work groups
- restrictions of site-specific jobs
- people's natural resistance to change
- communication problems between operations and Human Resources
- demonstrated effectiveness [in reducing turnover, tardiness, etc.].

Positive comments offered by the participants included:

- "This is exciting . . . you've got a solution to a problem [VMT reduction] that everyone will be judged on [in CTR] . . . you're attacking the other half of the [CTR] equation. People don't realize that reducing VMT is a big issue."
- "the theory is sound"
- "happy to introduce it to senior management"
- program costs should be low, especially compared to the cost of purchasing and operating busses, building HOV lanes and even for setting up telecommuting programs
- proposed feasibility studies are "worth it" to assess existing commutes
- 3% to 8% participation rate would be considered successful

The targeted telephone interviews reached a broader group of management types and addressed specific characteristics of employees for whom proximate commuting would work and those it would not, and characteristics of their organization that would enable and support proximate commuting and characteristics that may limit implementation. None of the ten organizations surveyed had done any studies of employee commute distances beyond what was required by the CTR law.

As a measure of interest, nine of the ten individuals interviewed "agreed" or "strongly agreed" that reducing unnecessary long-distance commuting with a voluntary program would be beneficial to their organization. One "neutral" response was made because of stated lack of implementation opportunity within the organization, primarily because most jobs are one-site specific or based out of one location.

Employees for whom the program would work were described as those who had jobs that were duplicated at another site such as, administrators of similar programs at more than one site, clerks, specific grocery department staff, full-time retail store management, hourly employees with similar hours, and generally employees not on a

career path. By comparison, those it might not work well for would be those with a job only performed at one location, site specific project managers, part-timers if they had second jobs and some managers whose compensation is tied to the volume and complexity of a specific retail outlet.

Organizational characteristics that were given as favoring proximate commuting implementation were: positive, environmentally conscious corporate cultures; high awareness of transportation issues; participation in other "family-friendly" programs and support of alternative transportation modes.

Characteristics that may limit implementation were: fear of change; reorganizations; potential concern that the new job could be in jeopardy if length of service were an issue at the new site; individual site culture; lack of regional management to set policy; and "we do this already" perceptions.

RECOMMENDATIONS

In order for employers to consider implementation of proximate commuting, they will need to see evidence that it can improve their bottom line and that they are not simply being asked to promote another civic-minded program for the good of the community. The Key Bank demonstration project has provided empirical data documenting the positive proximate commuting benefits realized by the employer, employee and the environment.

As a result of the positive outcome of this demonstration and the interest expressed in proximate commuting by several major employer representatives as part of this study, it is recommended that 1) a feasibility study be undertaken to determine the program implementation potential for four to five major employers, and 2) a thirty-six month demonstration project be conducted with those employers found appropriate for proximate commuting in the feasibility study.

Performance-based tax credits should also be made available to entice employers to establish proximate commuting programs and to offset initial setup costs. Credits should be linked directly to commute miles reduced.

In conclusion, traditional anti-congestion strategies have had limited success in unclogging the nation's gridlocked freeways. Many of those strategies have plateaued or are losing ground to single occupancy vehicle commuting, even in light of new CTR regulations. The Key Bank proximate commuting demonstration effectively removed commuters and their vehicles from highly congested roadways in the Puget Sound region. It accomplished this without employees having to change their mode of transportation. It enhanced the quality of life for participating employees, improved their employer's operational efficiency, and decreased auto emissions to the environment.

Clearly, low-cost innovative strategies, such as proximate commuting, that attack the basic causes of congestion, are driven by employee and employer self-interest, and provide win-win-win opportunities must be researched, developed and promoted if progress is to be realized.

INTRODUCTION AND BACKGROUND

INTRODUCTION

"Every day I fight traffic on Highway 16 to reach Interstate 5. I fight Interstate 5 to Highway 512. Then I fight 512 to reach Pacific Avenue, and finally, my patience is stretched to the limit until I reach the bank," wrote Donna Taylor, a bank teller for Key Bank of Washington. "This is not to mention road construction!!!! It would be nice to reach the bank in my right mind."

As part of a year-long proximate commuting demonstration project conducted at thirty Key Bank branches, Taylor's comments were written on her proximate commuting enrollment application to explain how working closer to home would benefit her.

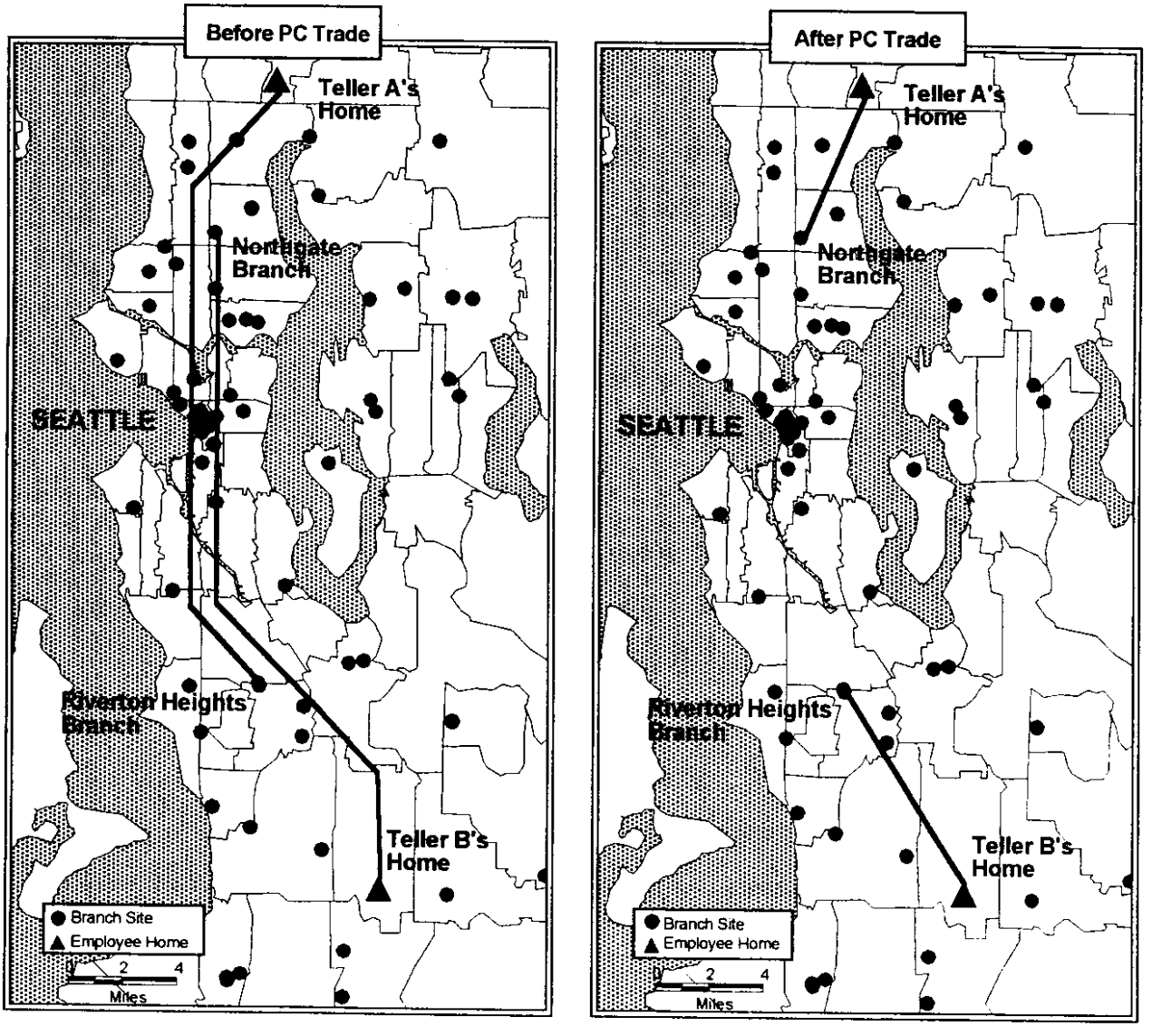
After she later transferred to a Key Bank branch only four miles (and twelve minutes) from her home compared to her previous eighteen-mile (thirty-five minute) commute (a 78% reduction in miles), Taylor remarked "I have less stress now, and every day I'm so thankful for the short drive and that I'm not driving "crash alley" any longer . . . and I'm not late anymore."

Another teller at Key Bank, Justy Mayernick, reported similar benefits. "I'm not as stressed out when I get to work," said Mayernick. "I'm more relaxed in the evening. I don't come home exhausted from driving two hours and working eight hours."

Mayernick traded jobs with a co-worker whose commute was directionally opposite hers. By trading work sites, Mayernick and her co-worker continued doing the same work for the same employer, but their commutes were shortened by 68% and 70%, respectively. They now will realize combined annual savings of 21,000 commute miles, $7,000 in commute costs, 862 gallons of gas and 587 hours of commute time. In addition, their cars will emit 1,140 fewer pounds of auto pollution and 16,375 fewer pounds of carbon dioxide. See Figure 1.

Figure 1.

First Proximate Commuting Trade
Key Bank of Washington



The above maps show the commutes for two Key Bank tellers before and after they traded comparable jobs and work sites through the Proximate Commuting program. Teller A's roundtrip commute was reduced from 60 miles to 18 miles (70%) and Teller B's from 68 miles to 22 (68%).

Estimated Combined Annual Savings
For Both Key Bank Tellers

Commute Miles	20,700
Commute Expense ($0.33/Mi.)	$6,830
Gallons of Gas	862
Pounds of Air Pollution	1,140
Pounds of Carbon Dioxide	16,375
Commute Hours	587
Highway Congestion	96 Ft. for 293 Hrs.

"I can't imagine having children and having to drive more than 20 to 25 minutes to work. You're losing that time with your family and losing that energy you could spend on your children," Mayernick said, "I'm surprised I did it for so long." (Valley Daily News, Kent, WA)

The concept of proximate commuting originated from the belief that many commuters share the same sentiments about long distance commuting as Taylor and Mayernick, and that they would eagerly volunteer to work closer to their homes if their employer endorsed and proactively supported a formal program to identify alternate, shorter-commute work sites and facilitate employee transfers to those sites.

The basic cause of traffic congestion is too many people/vehicles trying to occupy the same roadway space at the same time. It stands to reason, then, that if the ultimate solution to traffic congestion is for people to stay home and not drive, thereby eliminating all demand for roadway space, then the next best solution is for people to go no farther than necessary to satisfy their wants or needs.

This proximate commuting demonstration project was conducted to test the hypothesis that a substantial amount of long distance commuting is unnecessary and undesirable for many commuters, and that it can be prevented or significantly reduced at multi-site employer locations (i.e., banks, retail chains, government agencies, etc.) through more deliberate efforts to match new and existing employees to work sites closer to their homes.

It is acknowledged that many employers, such as Key Bank, make an effort to assign employees to sites near their homes. To successfully accomplish this, however, the timing of the close-to-home opening must coincide with the timing of the placement of the individual desiring a short commute. Under current practices, if the timing does not coincide and the employee is assigned to a distant work site, the short commute is usually lost for several months, if not several years. This increases the number of long commutes which, in turn, increases tardiness, stress and possibly turnover.

Mayernick and her co-worker are good examples of how employers with good intentions are not always able to place employees at short-commute sites. Mayernick lived closer to 101 shorter-commute Key Bank branches and her co-worker was closer to 52 other branches. Many multi-site employers share this same situation.

The Key Bank demonstration project provides real-world data from the implementation of proximate commuting at thirty Puget Sound branch sites of Key Bank of Washington, the second largest bank in the state with 4,200 employees, and subsidiary of KeyCorp, the eleventh largest bank in the nation. The study also looked at the feasibility of proximate commuting for regional and state-wide implementation.

The project was sponsored by the Washington State Department of Transportation Office of Urban Mobility and was overseen and evaluated by the Washington State Transportation Center (TRAC) at the University of Washington. The results of this study indicate that proximate commuting would be beneficial to many employers, employees and the environment throughout the state of Washington and throughout the nation.

BACKGROUND

The dramatic increase in vehicle miles traveled (VMT) in Washington state and throughout the nation is well documented. Congestion in the Seattle/Puget Sound region recently jumped from sixth to fourth worst in the U.S., with projections that traffic may grow to near-paralysis levels in the very near future. Census data show that one of every eight Puget Sound workers now commutes forty-five minutes or longer to work each day.

Current opinion contends that you can no longer build your way out of congestion by constructing new rail systems or new highways due mostly to environmental impacts, prohibitively high construction costs and objections from affected neighborhoods.

With diminished supply-side options available for attacking congestion, much attention has turned to demand-side tactics that focus on individual behavior. Ride

sharing, telecommuting, flex-time, congestion pricing, and elimination of free parking are examples of transportation demand management (TDM) strategies.

The behavior valued most by commuters is their ability to drive alone to work. This prized freedom is also the very behavior that is a major cause of congestion, especially when coupled with our society's "Neanderthal" hidden job market process whereby job-seekers often are forced to accept whatever suitable position they can find regardless of the commute time or distance.

Traditional TDM efforts have concentrated primarily on increasing the use of high occupancy vehicles (HOV) and decreasing the use of single occupancy vehicles (SOV). The basic assumption has been that home and work sites are inflexible points between which employees must travel each work day, and that congestion is created when too many vehicles try to occupy the same roadway space at the same time. The primary trip reduction tool to decrease congestion then, has been to attempt to convert large numbers of SOV commuters to HOV commuters. In theory, this would increase the supply of roadway space by the amount of space freed up by the vehicles that are no longer on the roadways (all other things being equal).

Although several traditional TDM strategies provide some congestion relief by moving more people in fewer vehicles, "proximate commuting" goes one step further and removes **both the person and the vehicle** from a major portion of the commute trip by systematically reducing the critical element of **distance traveled**. By decreasing commute distance, one can effectively reduce traffic congestion, auto emissions, and fuel consumption -- even if commuters elect to drive alone to work.

Short commutes, in turn, increase the opportunities for individuals to leave their cars at home and walk, bike or rideshare. The optimal scenario, of course, is for employees to have short commutes using a transportation mode other than driving alone to work.

In a participant-to-participant comparison, proximate commuting may provide greater transportation system relief than SOV-to-HOV mode shifts since the mode shift individual still must travel the original, or greater, distance from home to work and will still commute the same distance in some type of vehicle. This contrasts to the proximate commuter who, along with the commute vehicle, will be totally removed from a major portion of the commute trip and may additionally switch to an HOV or a non-motorized mode.

A proximate commuting feasibility study completed in 1993 by Mullins & Associates, Inc., creator and developer of the proximate commuting concept, explored these questions:

- **"How many employees working for a large multi-site employer could work at an alternate location doing the same job, for the same employer, but closer to their homes?**

- **How many would prefer a shorter commute and would voluntarily transfer to a closer-to-home site if their employer endorsed and implemented a proactive program to systematically facilitate the transfers?"**

The results of the study were surprising. By analyzing employee commute patterns at fourteen bank branches in the Puget Sound region, Mullins found that only 17% of the employees worked at the branch nearest their homes. For the other 83%, there were ten other branches, on average, closer to each employee's home than the branch where he/she worked each day (95 of the 114 employees lived closer to a total of 932 alternate branch sites).

The question was also raised, **"If busing moves 6% of all commuters to work, and car/vanpools move another 10-15%, what portion of the employees in the 83% (not working at the closest-to-home branch) might choose to relocate to job sites closer to their homes?"**

That question was a primary focus topic in focus groups in Phase 2 of the feasibility study. Managers, tellers and customer service representatives expressed strong interest in testing the proximate commuting strategy at their work sites and indicated they were "extremely likely" or "very likely" to participate in a proximate commuting program if it were offered. They also predicted that a large number of co-workers were likely to benefit from the program.

The study concluded that proximate commuting was perceived as a low-cost, low-risk means of improving the quality of life for bank employees while also benefiting the employer and the environment. It further suggested that proximate commuting may be a viable concept for many multi-site employers in Washington state and throughout the nation and recommended a demonstration project be undertaken to test the concept. The Key Bank of Washington demonstration project is a direct result of that recommendation.

KEY BANK OF WASHINGTON DEMONSTRATION PROJECT

PROJECT METHODOLOGY

The demonstration project was initiated with concept presentations to senior managers, Human Resources staff and retail operations personnel to review the scope of work and gain their support for the effort.

An in-house technical advisory committee (TAC) was established to assist with the project. It consisted of Key Bank Human Resources staff, operations managers, branch managers, and non-management branch employees; a representative from the

Washington State Transportation Center (TRAC) at the University of Washington; and representatives from the project consultant, Mullins & Associates, Inc.

With input from the TAC, enrollment guidelines and eligibility criteria were developed and thirty test sites were selected out of over one hundred and fifty Key Bank branches in the Puget Sound region. The test sites were selected based upon their geographic location and the number of long distance commuters working at each branch. The list was reviewed by TRAC to ensure the sites were balanced geographically as well as for transit service accessibility. Participation was limited to non-exempt employees working at the thirty sites.

To introduce and promote the demonstration, presentations were conducted by the consultant at each of the thirty sites to inform employees and branch managers of the demonstration and to address any questions and concerns.

Information and sign-up packets were mailed to each test site non-exempt employee at the beginning of the project in June 1994 and again in October 1994. Packets included sign-up procedures, guidelines, a one-page survey/enrollment form and a map of all Key Bank branch locations in the Puget Sound region. The top half of the form was to be completed by all non-exempt employees, whether they wished to enroll or not, to provide baseline commuting data and to ensure they were aware of the opportunity to enroll. Those who wanted to enroll were asked to complete the bottom portion of the sheet and return it to the Employee Transportation Coordinator in Human Resources.

A "Sign Up Now for Proximate Commuting" poster, developed by Key Bank and the consultant was displayed on employee bulletin boards at all thirty test branches, and an introductory article was published in the Key Bank ***Key Connection*** newsletter mailed monthly to each employee in Washington state.

Eligibility Criteria

All **non-exempt** Key Bank employees at the selected test branches who met the following requirements were eligible to participate in the program:

- Enrollment was open to employees having a long commute (distance or time) which would be reduced by transferal to a new branch. Reductions were to be approximately 30% or greater, however, consideration was given to commute routes (e.g., bridges, Interstate 5, and other difficult commute routes.), mode and travel time. A 25% reduction in a 65-mile commute was considered more significant than a 35% reduction in a 4-mile commute.
- Employees were required to have a recent job performance review rating of 3.0 or higher (out of a possible 5.0).
- Employees were required to be willing to complete "before and after" commute trip logs and surveys to assist in the evaluation of the project.

As in the existing Key Bank transfer policy, managers maintained the right to waive transfer restrictions on a case-by-case basis to allow employees to transfer to sites closer to their homes. (Key Bank employees in new positions generally are not allowed to transfer for six months following their position change.)

Participation Guidelines and Procedures

The proximate commuting program aimed to prevent or reduce long distance commuting in three ways:

1. by improving efforts to match employees with positions close to their homes **at the time of hire.**
2. by establishing a proximate commuting **"waiting list"** to enable eligible employees to remain "in line" for future openings at alternate, shorter-commute branches. (This meant that transfer requests could be submitted **before** an opening existed.)

3. by matching two or more long distance commuters who could **"trade" comparable jobs.**

Employees who enrolled in the program were asked to list their current commute time and distance, up to three "shorter-commute" branches where they preferred to work, and the estimated time and distance to those preferred branches. Enrollees could choose any Puget Sound branch as a potential work location. They were not limited to choosing from the thirty test branches.

Completed enrollment/survey forms were submitted to the Employee Transportation Coordinator in Human Resources who logged each enrollment and forwarded copies of the forms to the consultant. All transfer requests were subject to operations and branch management approval and were approved or denied in accordance with existing Key Bank personnel policy.

1. New-Hire Procedures

When potential new-hire non-exempt job candidates were interviewed by Human Resources, they were told that effort would be made to place them at a branch close to their home if that was their preference. Human Resource representatives had been shown existing long distance commutes on maps developed by the consultant in the 1993 feasibility study. They acknowledged that many of the long commutes probably could have been minimized by closer-to-home hiring practices. Therefore, attempts to hire employees and place them at locations with short commutes were made. Also, when the new employee was given a branch assignment, their branch supervisor asked them to complete a proximate commuting survey/enrollment form that went to the ETC and to the consultant. This way, the employee could be added to the proximate commuting "requester list" if their first job assignment was farther from home than they desired.

The consultant monitored new-hire commute distances each month using a screened employee roster to identify new employees hired at the test sites and to generate commute maps used to estimate the miles between the employee home and work site.

2. Posted Opening Procedures

The bank has a "posted opening" procedure whereby branches with job openings submit their requests for new employees to Human Resources. Human Resources then prepares a ***Career Directions Weekly Summary*** of current job opportunities listing job title, grade, hours, and location. It is published for each branch to post on employee information boards.

A monthly "Branch Requested" list was initiated by the consultant to inform all Puget Sound branch managers of the proximate commuting enrollees (requesters) who wished to transfer to their branch. The list included the following:

- job position,
- scheduled hours,
- current round-trip commute miles,
- round-trip commute miles to each requested branch,
- projected percent reduction in commute miles -- current vs. requested

The lists did not identify the requesters by name or their current branch. That information was provided only to the Human Resources representatives and the ETC.

As job openings occurred, branch managers, upon reviewing the Branch Requested list, called the ETC or human resource representative to research requesters' qualifications and to arrange interviews. All other Key Bank Career Directions transfer procedures remained unchanged.

The managers reportedly found the lists very helpful because they knew the proximate commuting requesters had specifically identified their branches as preferred

work sites, and the lists showed the managers how far the requesters lived from their branch.

3. Proximate Commuting "Trade" Procedures

Through the use of the consultant's ProximateCommute Mapper™ software, requesters' commutes were matched with other "comparable" employees who had directionally opposite commutes and who could trade work sites with the requesters, thereby resulting in shorter commutes for each employee. All non-exempt employees in the Puget Sound region were included in the pool for potential matches.

The proximate commuting "map matches" were forwarded to the ETC who screened the requesters and possible traders for eligibility and general qualifications. The ETC then contacted the branch managers and matched candidates to discuss the feasibility of the trades. Employees who appeared to be "workable matches" were then scheduled for interviews with the "closer-to-home" branch managers.

Monthly summary reports, prepared by the consultant to monitor the progress of the project, tracked the following:

- the number of survey forms returned vs. the maximum possible per branch
- the number of enrollments and non-enrollments per branch
- enrollees' current commute times and distances and potential commute reductions
- the number of new hires and commute distances for each
- the number of employees who transferred to alternate shorter-commute branch sites

These reports were sent monthly to the ETC who was responsible for distribution within Key Bank.

DISCUSSION

The demonstration project began with excellent management support and promotion of the project. After several months however, an uncertainty developed within the organization as to who were the responsible individuals for actually carrying out the implementation procedures established by the Technical Advisory Committee. This may have been due in part to Key Bank's merger with another major bank and other corporate restructuring activities that occurred at that time. This confusion, coupled with promotions and reassignments of key personnel involved with the demonstration, and a short-term hiring/transfer freeze reduced the effectiveness of the project.

Key Bank's merger activities and procedural changes also caused monthly employee roster data to vary in format from month to month, further increasing the difficulty in matching requesters with their preferred site(s). Employee work hours, essential for proximate commuting matching purposes, were provided on some rosters but not on others.

The Key Bank ETC was the primary contact and coordinator of the proximate commuting activities throughout the project. The success of the demonstration is greatly attributed to her enthusiastic and persistent support of proximate commuting. The ETC's efforts were supplemented by several Human Resources representatives who concentrated on better new-hire placement and filling posted openings with proximate commuting requesters.

One of the greatest barriers to matching requesters to alternate work sites was the wide variation in employee work hours. Employee schedules ranged from four hours to forty hours per week, with thirty-two different hourly schedules noted out of a possible maximum of forty hours. In addition to the various hourly schedules, numerous combinations of days worked per week greatly increased the total number of schedule possibilities.

It was also suggested by branch and operations managers, who remained very supportive of the program throughout the project, that periodic project updates in management staff meetings would have been beneficial to them.

DEMONSTRATION PROJECT RESULTS

There are two primary measures used to gauge the success of the demonstration project: 1) a comparison of "before-and-after" **average commute distances** for test site non-exempt employees (Figures 2 and 3 show the test branch that experienced the best reduction in average commute miles.), and 2) the net change in the **longest individual commute distance** per site. Other important measures used to evaluate the outcome of the project include:

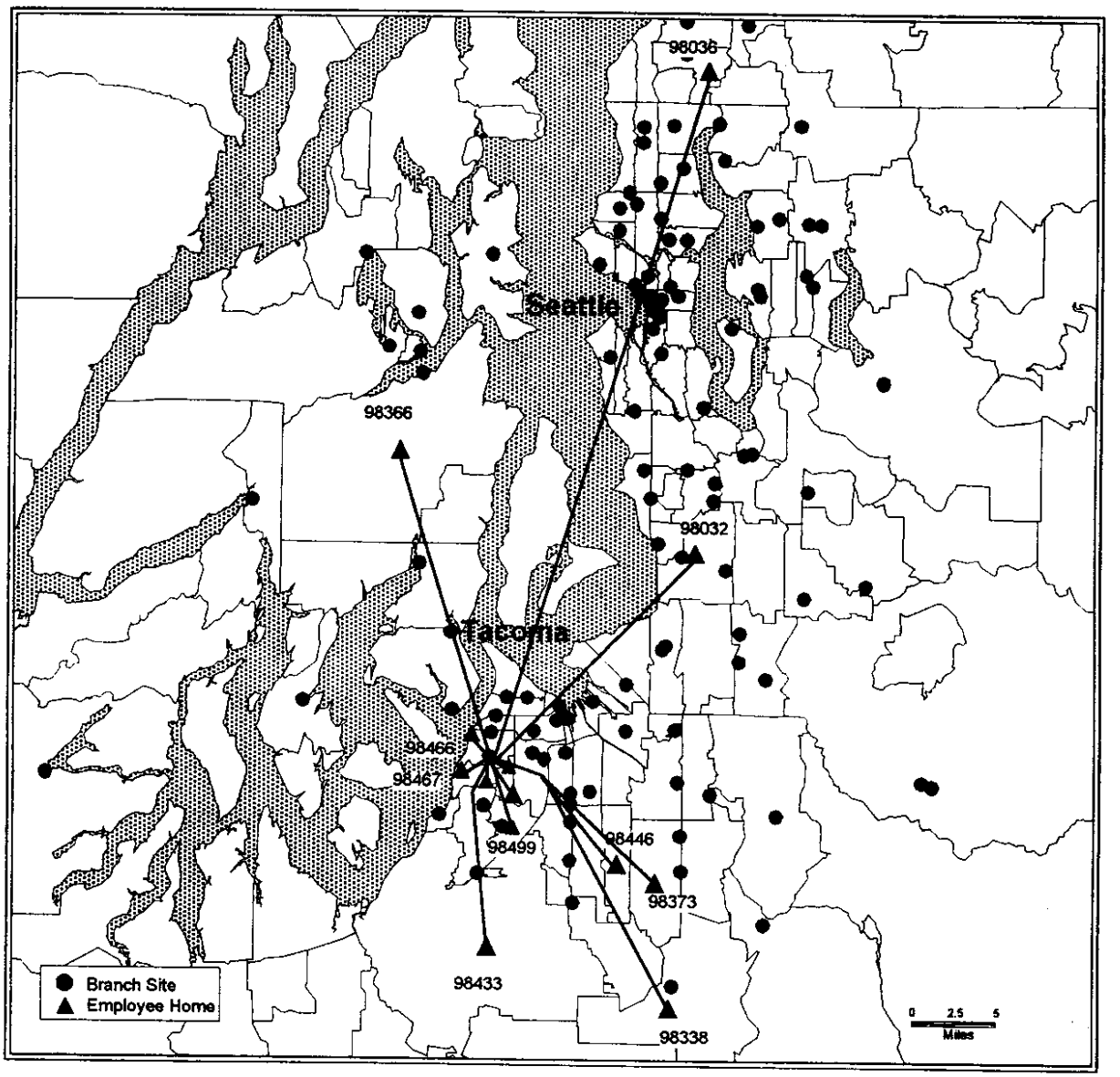
- the net change in commute distance for requesters who changed work sites,
- the average commute distance for new hires,
- the enrollment rate for those eligible to participate, and
- the net change between before and after commute distances at control sites.

To evaluate net change in commute distance, commute maps were created for each test site using a desktop mapping software application. Branch site locations were plotted using street addresses, and employee residences were plotted using 5-digit home zip codes. Commute miles were measured from the center of the employee home zip code to the work site using a straight-line, "as-the-crow-flies" method. Where commutes obviously went around lakes or across bridges, the measurements followed the most likely commute path.

There were 377 non-exempt employees working at the thirty sites when the project started and 316 at the end. One hundred and twenty-six maintained the same work location throughout the project, and 94 of the 126 had the same home address and the same work site. There were 109 new hires at the sites during the demonstration. (These numbers reportedly are representational of Puget Sound area branch operations.)

Figure 2.

Key Bank of Washington
University Place Branch
Before Proximate Commuting

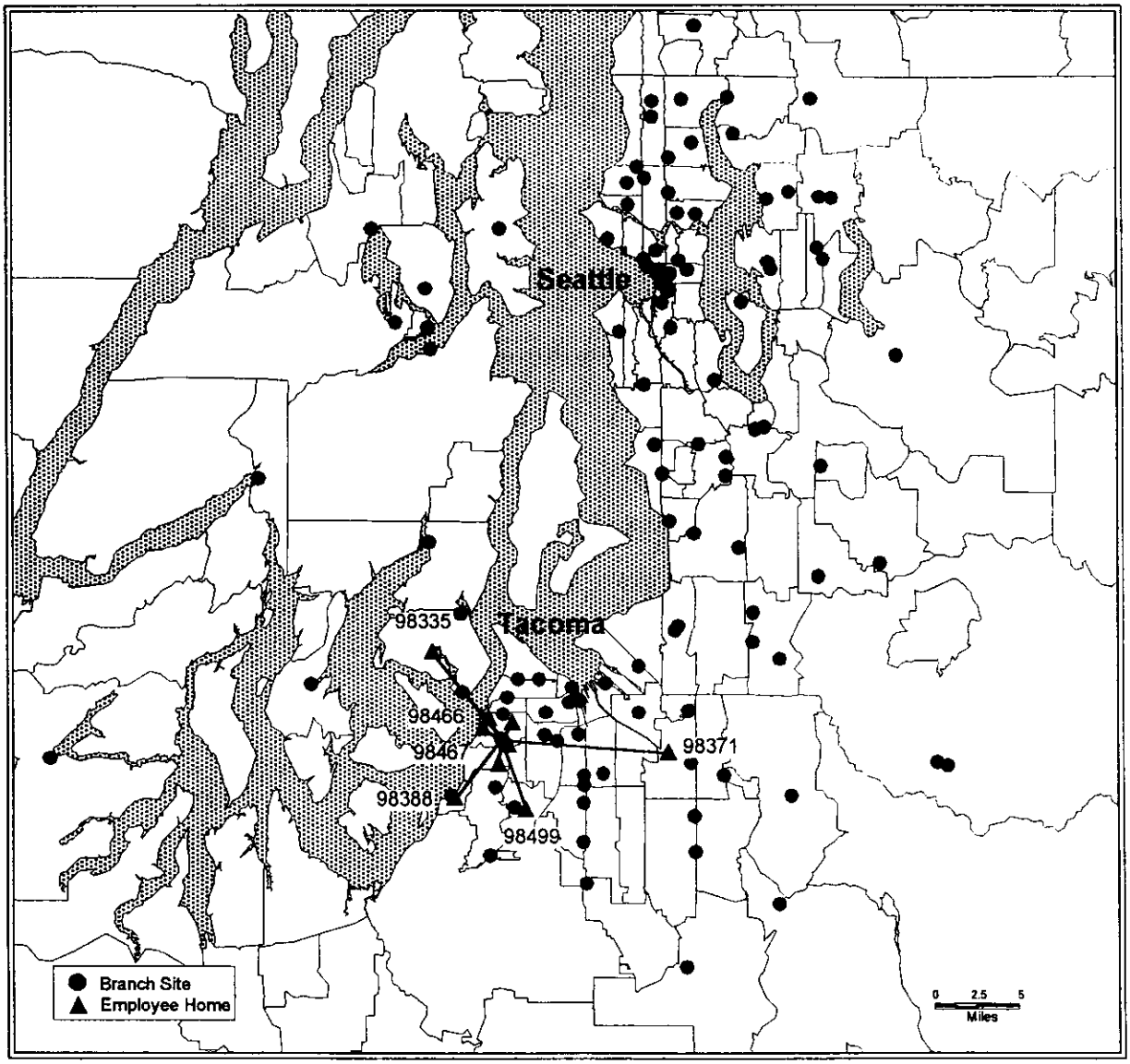


Longest Commute (miles)	48.7
Average Commute	11.5
Shortest Commute	1.0
Total Miles One Way	150
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Figure 3.

Key Bank of Washington
University Place Branch
After Proximate Commuting



Longest Commute (miles)	9.9
Average Commute	3.6
Shortest Commute	1.0
Total Miles One Way	32.6
Employees	9

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Eighty-five employees enrolled in the proximate commuting program during the fifteen-month demonstration project. Of the 85 enrollees, 21 (25%) transferred to work locations nearer their homes through the posted opening process, 2 (2%) traded work sites, 23 (27%) were still on the "requester roster" waiting to transfer, and 39 (46%) were deleted from the list due to promotions, terminations, leaves of absence, and various other reasons.

Reduction in Average Commute Miles Per Branch

An important measure of the success of the demonstration is a comparison of before-and-after commute miles for the test sites. The overall average distance between home and work for test site non-exempt employees decreased by 17% during the project. Nineteen of the 30 sites recorded a decrease ranging from 3% to 69%; 3 had no change; and 7 had an increase of 4% to 57%. See Table 1 and Figure 4.

While the mileage decrease resulted from changes in all four aspects of the proximate commuting program (trades, transfers, new-hire placement and residential changes) the greatest contributor was the transfer component. The 23 employees who traded positions and/or transferred to shorter-commute branches reduced their daily commute by an average of 14 miles one way. This reduction represents 9.5% of the total 17% decrease in average commute miles.

Reduction in the Longest Commute Distance Per Branch

The longest individual commute per branch decreased by 33%. Nineteen branches experienced a decrease between 8% and 80%; 5 had no change; and 6 had increases between 13% and 144%. The three longest one way commutes at the beginning of the project were 68, 49 and 42 miles, compared to 35, 31 and 27 miles at the end of the project. See Table 2 and Figure 5.

Table 1.

Comparison of the Employee Average Commute Distance Per Branch Before and After Demonstration Project

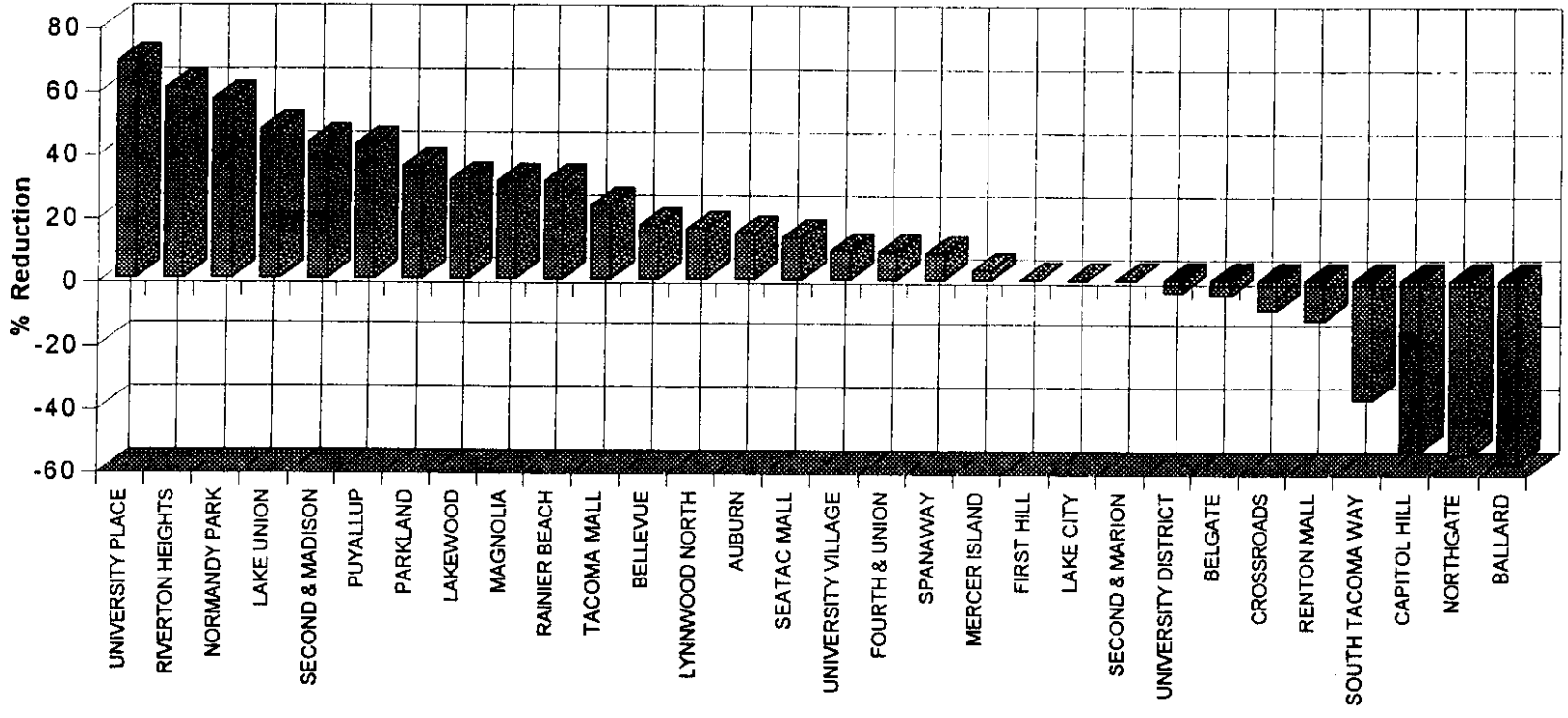
Sorted by % Reduction in Average Commute Miles[1]				Sorted by Average Commute Miles Before Project				Sorted by Average Commute Miles After Project			
Branch	Before	After	% Reduction	Branch	Before	After	% Reduction	Branch	Before	After	% Reduction
UNIVERSITY PLACE	11.5	3.6	69%	RIVERTON HEIGHTS	12.8	5.1	60%	MERCER ISLAND	10.0	9.7	3%
RIVERTON HEIGHTS	12.8	5.1	60%	NORMANDY PARK	11.8	5.1	57%	BELGATE	8.9	9.3	-4%
NORMANDY PARK	11.8	5.1	57%	UNIVERSITY PLACE	11.5	3.6	69%	BELLEVUE	11.2	9.3	17%
LAKE UNION	10.8	5.7	47%	SECOND & MADISON	11.3	6.4	43%	LAKE CITY	9.3	9.3	0%
SECOND & MADISON	11.3	6.4	43%	BELLEVUE	11.2	9.3	17%	NORTHGATE	6.0	9.3	-55%
PUYALLUP	7.3	4.2	42%	LAKE UNION	10.8	5.7	47%	LYNNWOOD NORTH	10.7	9.0	16%
PARKLAND	7.6	4.9	36%	LYNNWOOD NORTH	10.7	9.0	16%	BALLARD	5.4	8.5	-57%
LAKEWOOD	7.7	5.3	31%	MERCER ISLAND	10.0	9.7	3%	FOURTH & UNION	9.2	8.4	9%
MAGNOLIA	6.5	4.5	31%	LAKE CITY	9.3	9.3	0%	AUBURN	8.3	7.1	14%
RAINIER BEACH	6.5	4.5	31%	FOURTH & UNION	9.2	8.4	9%	SOUTH TACOMA WAY	5.1	7.0	-37%
TACOMA MALL	6.0	4.6	23%	BELGATE	8.9	9.3	-4%	SPANAWAY	7.3	6.7	8%
BELLEVUE	11.2	9.3	17%	AUBURN	8.3	7.1	14%	CAPITOL HILL	4.3	6.6	-53%
LYNNWOOD NORTH	10.7	9.0	16%	LAKEWOOD	7.7	5.3	31%	RENTON MALL	5.7	6.4	-12%
AUBURN	8.3	7.1	14%	PARKLAND	7.6	4.9	36%	SECOND & MADISON	11.3	6.4	43%
SEATAC MALL	6.0	5.2	13%	PUYALLUP	7.3	4.2	42%	CROSSROADS	5.5	6.0	-9%
UNIVERSITY VILLAGE	6.6	6.0	9%	SPANAWAY	7.3	6.7	8%	UNIVERSITY VILLAGE	6.6	6.0	9%
FOURTH & UNION	9.2	8.4	9%	UNIVERSITY VILLAGE	6.6	6.0	9%	UNIVERSITY DISTRICT	5.6	5.8	-4%
SPANAWAY	7.3	6.7	8%	MAGNOLIA	6.5	4.5	31%	LAKE UNION	10.8	5.7	47%
MERCER ISLAND	10.0	9.7	3%	RAINIER BEACH	6.5	4.5	31%	SECOND & MARION	5.5	5.5	0%
FIRST HILL	3.5	3.5	0%	NORTHGATE	6.0	9.3	-55%	LAKEWOOD	7.7	5.3	31%
LAKE CITY	9.3	9.3	0%	SEATAC MALL	6.0	5.2	13%	SEATAC MALL	6.0	5.2	13%
SECOND & MARION	5.5	5.5	0%	TACOMA MALL	6.0	4.6	23%	NORMANDY PARK	11.8	5.1	57%
UNIVERSITY DISTRICT	5.6	5.8	-4%	RENTON MALL	5.7	6.4	-12%	RIVERTON HEIGHTS	12.8	5.1	60%
BELGATE	8.9	9.3	-4%	UNIVERSITY DISTRICT	5.6	5.8	-4%	PARKLAND	7.6	4.9	36%
CROSSROADS	5.5	6.0	-9%	CROSSROADS	5.5	6.0	-9%	TACOMA MALL	6.0	4.6	23%
RENTON MALL	5.7	6.4	-12%	SECOND & MARION	5.5	5.5	0%	MAGNOLIA	6.5	4.5	31%
SOUTH TACOMA WAY	5.1	7.0	-37%	BALLARD	5.4	8.5	-57%	RAINIER BEACH	6.5	4.5	31%
CAPITOL HILL	4.3	6.6	-53%	SOUTH TACOMA WAY	5.1	7.0	-37%	PUYALLUP	7.3	4.2	42%
NORTHGATE	6.0	9.3	-55%	CAPITOL HILL	4.3	6.6	-53%	UNIVERSITY PLACE	11.5	3.6	69%
BALLARD	5.4	8.5	-57%	FIRST HILL	3.5	3.5	0%	FIRST HILL	3.5	3.5	0%
TOTAL/AVERAGE	7.6	6.3	17%	TOTAL/AVERAGE	7.6	6.3	17%	TOTAL/AVERAGE	7.6	6.3	17%

Note: Commute miles were measured from the center of employees' home zip codes to the work site using a straight-line, "as-the-crow-flies" method. However, commutes around lakes, across bridges, etc., were measured following the most likely commute path instead of the straight-line method.

[1]Average commute miles from home to work for all non-exempt employees, including part-time workers.

Figure 4.

Percent Reduction in Average Commute Distance Per Branch
Key Bank Demonstration Project



The average commute distance from home to work was reduced by 17% during the demonstration project.

Table 2.

Comparison of the Longest Commute Distance Per Branch Before and After Demonstration Project

Sorted by % Reduction in Longest Commute Miles			
Branch	Before	After	% Reduction
UNIVERSITY PLACE	48.7	9.9	80%
RIVERTON HEIGHTS	24.4	6.9	72%
LAKE UNION	42.0	11.9	72%
SECOND & MADISON	36.5	10.7	71%
LYNNWOOD NORTH	68.0	20.5	70%
PUYALLUP	26.1	8.5	67%
NORMANDY PARK	31.5	12.0	62%
MAGNOLIA	20.0	9.4	53%
TACOMA MALL	21.7	11.1	49%
LAKEWOOD	35.0	18.2	48%
SEATAC MALL	21.3	12.4	42%
UNIVERSITY DISTRICT	33.0	19.8	40%
BELLEVUE	24.4	15.8	35%
RAINIER BEACH	14.5	10.1	30%
FIRST HILL	8.6	6.1	29%
BELGATE	18.4	16.1	13%
CROSSROADS	12.0	10.6	12%
PARKLAND	12.8	11.5	10%
AUBURN	16.6	15.2	8%
SPANAWAY	20.9	20.9	0%
UNIVERSITY VILLAGE	19.6	19.6	0%
MERCER ISLAND	16.5	16.5	0%
LAKE CITY	12.3	12.3	0%
RENTON MALL	12.1	12.1	0%
CAPITOL HILL	15.0	16.9	-13%
SECOND & MARION	12.9	14.6	-13%
FOURTH & UNION	23.8	27.4	-15%
BALLARD	21.0	30.6	-46%
SOUTH TACOMA WAY	11.5	22.6	-97%
NORTHGATE	14.5	35.4	-144%
TOTALS	695.6	465.6	33%

Sorted by Longest Commute Miles[1] Before Project			
Branch	Before	After	% Reduction
LYNNWOOD NORTH	68.0	20.5	70%
UNIVERSITY PLACE	48.7	9.9	80%
LAKE UNION	42.0	11.9	72%
SECOND & MADISON	36.5	10.7	71%
LAKEWOOD	35.0	18.2	48%
UNIVERSITY DISTRICT	33.0	19.8	40%
NORMANDY PARK	31.5	12.0	62%
PUYALLUP	26.1	8.5	67%
BELLEVUE	24.4	15.8	35%
RIVERTON HEIGHTS	24.4	6.9	72%
FOURTH & UNION	23.8	27.4	-15%
TACOMA MALL	21.7	11.1	49%
SEATAC MALL	21.3	12.4	42%
BALLARD	21.0	30.6	-46%
SPANAWAY	20.9	20.9	0%
MAGNOLIA	20.0	9.4	53%
UNIVERSITY VILLAGE	19.6	19.6	0%
BELGATE	18.4	16.1	13%
AUBURN	16.6	15.2	8%
MERCER ISLAND	16.5	16.5	0%
CAPITOL HILL	15.0	16.9	-13%
NORTHGATE	14.5	35.4	-144%
RAINIER BEACH	14.5	10.1	30%
SECOND & MARION	12.9	14.6	-13%
PARKLAND	12.8	11.5	10%
LAKE CITY	12.3	12.3	0%
RENTON MALL	12.1	12.1	0%
CROSSROADS	12.0	10.6	12%
SOUTH TACOMA WAY	11.5	22.6	-97%
FIRST HILL	8.6	6.1	29%
TOTALS	695.6	465.6	33%

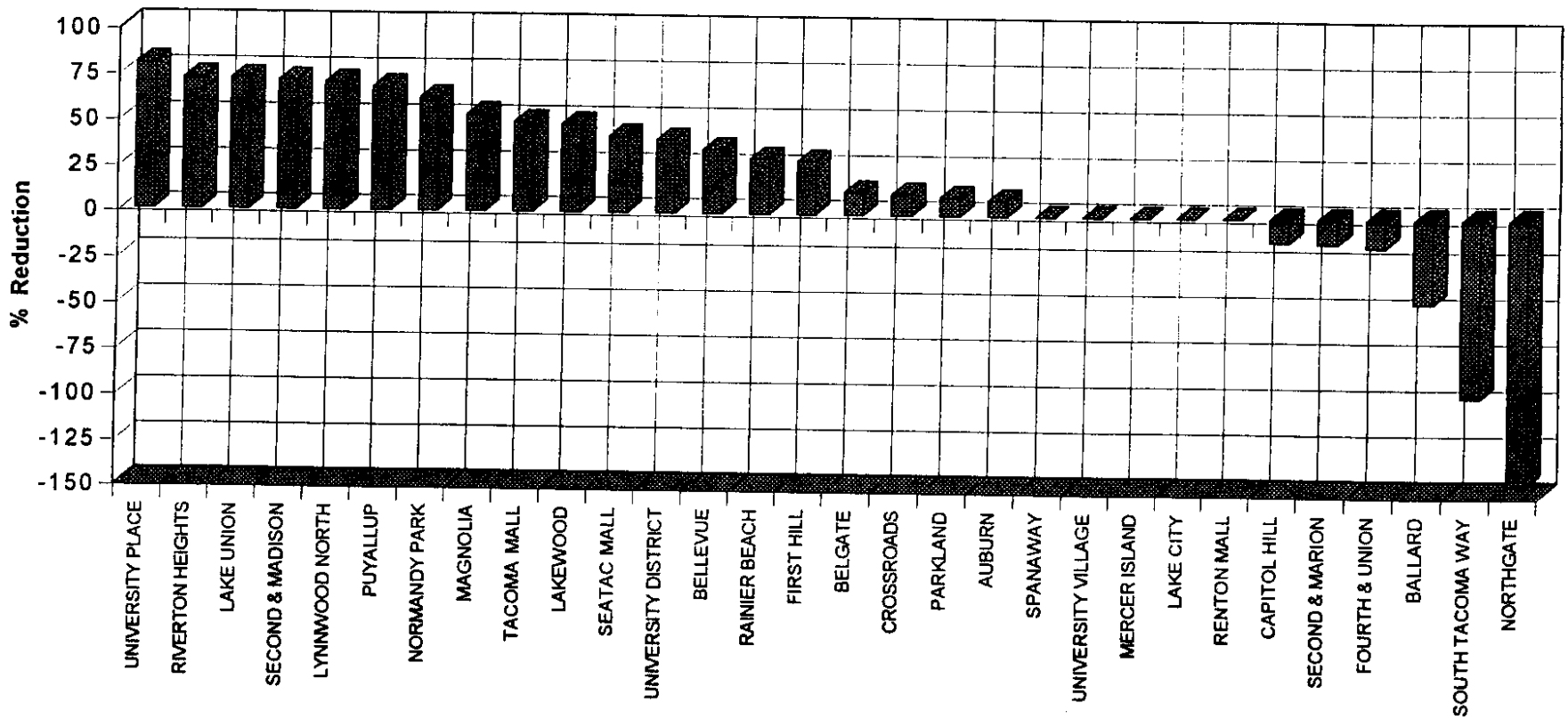
Sorted by Longest Commute Miles After Project			
Branch	Before	After	% Reduction
NORTHGATE	14.5	35.4	-144%
BALLARD	21.0	30.6	-46%
FOURTH & UNION	23.8	27.4	-15%
SOUTH TACOMA WAY	11.5	22.6	-97%
SPANAWAY	20.9	20.9	0%
LYNNWOOD NORTH	68.0	20.5	70%
UNIVERSITY DISTRICT	33.0	19.8	40%
UNIVERSITY VILLAGE	19.6	19.6	0%
LAKEWOOD	35.0	18.2	48%
CAPITOL HILL	15.0	16.9	-13%
MERCER ISLAND	16.5	16.5	0%
BELGATE	18.4	16.1	13%
BELLEVUE	24.4	15.8	35%
AUBURN	16.6	15.2	8%
SECOND & MARION	12.9	14.6	-13%
SEATAC MALL	21.3	12.4	42%
LAKE CITY	12.3	12.3	0%
RENTON MALL	12.1	12.1	0%
NORMANDY PARK	31.5	12.0	62%
LAKE UNION	42.0	11.9	72%
PARKLAND	12.8	11.5	10%
TACOMA MALL	21.7	11.1	49%
SECOND & MADISON	36.5	10.7	71%
CROSSROADS	12.0	10.6	12%
RAINIER BEACH	14.5	10.1	30%
UNIVERSITY PLACE	48.7	9.9	80%
MAGNOLIA	20.0	9.4	53%
PUYALLUP	26.1	8.5	67%
RIVERTON HEIGHTS	24.4	6.9	72%
FIRST HILL	8.6	6.1	29%
TOTALS	695.6	465.6	33%

Note: Commute miles were measured from the center of employees' home zip codes to the work site using a straight-line, "as-the-crow-flies" method. However, commutes around lakes, across bridges, etc., were measured following the most likely commute path instead of the straight-line method.

[1]Longest individual commute per branch.

Figure 5.

Percent Reduction in Longest Commute Distance Per Branch
Key Bank Demonstration Project



The longest commute distance per branch was reduced by an average of 33% during the demonstration project.

Reduction in Commute Distance for "Proximate Commuters"

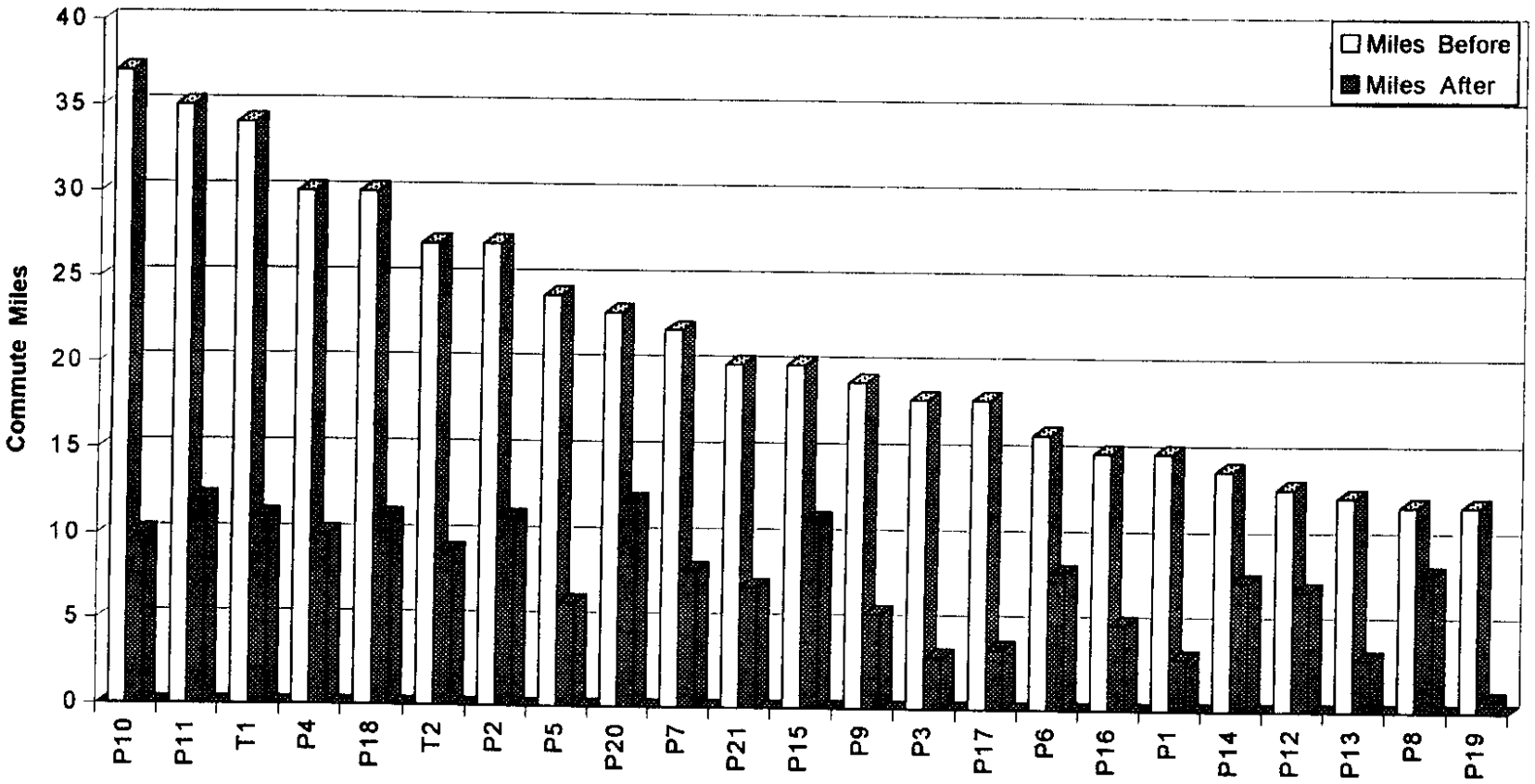
The average home to work commute distance for the 23 "Proximate Commuters" (those who transferred to new shorter-commute work sites) was 21.5 miles before they changed work locations and 7.5 miles after -- a 14-mile (65%) reduction. The largest percentage reduction was 94% -- a 12-mile commute reduced to 0.7 miles, and the greatest change in one way commute miles was a reduction of 27 miles -- 37 miles before compared to 10 miles after. See Table 3 and Figure 6.

Employee ID	Round-trip Miles Before Transfer	Round-trip Miles After Transfer	Round-trip Miles Reduced	Percent Reduction
P10	74	20	54	73
P11	70	24	46	66
T1	68	22	46	68
P4	60	20	40	67
P18	60	22	38	63
T2	54	18	36	67
P2	54	22	32	59
P5	48	12	36	75
P20	46	24	22	48
P7	44	16	28	64
P21	40	14	26	65
P15	40	22	18	45
P9	38	11	27	71
P3	36	6	30	83
P17	36	7	29	81
P6	32	16	16	50
P16	30	10	20	67
P1	30	6	24	80
P14	28	15	13	46
P12	26	14	12	46
P13	25	6	19	76
P8	24	16	8	33
P19	24	1.4	22.6	94
Total	987	344.4	642.6	65
Average	43	15	28	65

Table 3. Commute mile reductions for Proximate Commuters.

Figure 6.

Comparison of "Before and After" Commute Distances for Participants Who Transferred to Work Sites Closer to Their Homes



Commute distance was reduced from an average of 21.5 miles one way to 7.5 miles -- a 65% decrease.

Additional annual savings that may be realized by the Proximate Commuters as a result of their shorter commutes include:

	Per Person	Per Group
commute miles	6,566	151,011
commute expense (@$0.40/mi.)	$2,626	$60,404
gallons of gas	313	7,191
auto emissions (pounds)	387	8,900
carbon dioxide (pounds)	5,940	136,629
commute hours	216	4,966

Note: Based on 21 miles per gallon, 0.059 pounds of emissions (VOC, CO, NOx, PM10, SO2) per mile, 19 pounds of carbon dioxide per gallon of gas, and 235 work days per year.

At the start of this project, PC Trades (comparable employees trading work sites) were expected to be a larger factor than what was actually experienced. It was, however, only one of three elements of the process and was recognized as the most complex to execute. PC Trades, by nature, require more internal effort, using current methods, than the other elements. For this project, the internal efforts focused more on the new-hire placement and transfer elements.

Reduction in Commute Distance for New-Hires

The banking industry in general has a high employee turnover rate, and this was found to be true for many of the test branches. Of the 30 sites, only two retained more than 60% of the employees from the beginning of the project to the end.

Turnover is an expensive cost of doing business and has adverse affects on productivity, job satisfaction and customer service. A high turnover rate does, however, create an opportunity for minimizing commute distances by replacing outgoing long-distance commuters with incoming short-distance commuters. Human Resource representatives reported that placement of new employees closer to their homes during the demonstration required little or no additional effort on their part. Branch managers recognized that they were now getting more new employee candidates who had shorter

commutes than before and expressed great appreciation for the improvement. Several commented that this would benefit their operations through reduced tardiness as well as reduced turnover.

Of the 109 non-exempt employees hired at the test sites, 79 (72%) had commutes of 7 miles or less; 23 (21%) commuted 8 to 14 miles; and 7 (6%) commuted greater than 15 miles. Their overall average commute at time of hire was 6.3 miles one way.

The new-hire commute data indicate that Human Resources staff placed new employees at sites closer to their homes during the demonstration project more often than they did before the project started. Although pre-demonstration commute distances for new hires only were not available for a direct before and after comparison, information compiled in the Mullins & Associates 1993 feasibility study of 14 Key Bank sites in the Puget Sound region showed the average commute for 48 tellers at those sites was 11 miles one way. A comparison of the 6.3 mile average commute for demonstration new hires to the 11 mile average for the 48 tellers suggests a 43% decrease during the demonstration.

If the 6.3 mile average is compared to the 7.6 mile average for all non-exempt employees at the 30 sites at the start of the demonstration, the decrease is 17%.

Enrollment Rate for Employees Eligible to Participate

The project started with 377 test site non-exempt employees, and 109 new-hires were added during the test period for a project total of 486 eligible employees. Eighty-five employees enrolled in the proximate commuting program giving a 17% enrollment rate. Thus, one out of every six eligible non-exempt employees voluntarily enrolled to be considered for an alternate work location.

At the end of the demonstration, 112 employees on the final roster had not returned survey forms. On previous occasions when the ETC reminded branch managers to ensure that all non-exempt employees returned completed forms, new enrollments

always followed. Thus, it is safe to assume that if the remaining 112 had submitted forms, the number of enrollees, in all likelihood, would have increased.

Reduction in Commute Distance Due to Residential Changes

Eight employees reduced their commute distance by an average of 68% by moving to a new residence closer to their work site. Their before commutes averaged 17 miles while their after commutes were 5.4 miles. One employee reduced her commute 97% when she moved from a distance of 10.5 miles from work to 0.3 miles.

These employees were not contacted to determine if they moved closer to work as a result of the proximate commuting program or whether they would have done so regardless. Two, however, did mention that they moved closer to work to reduce their commute distance. Tracking this category occurred as an incidental observation during the project, and no effort was made to ascertain the number of employees who moved farther from their work sites. Thus, the data for this category are provided for information purposes only and have not been used in this report as a factor in evaluating the success of the demonstration project.

Control Sites

To compare test site data to non-test data, before and after commutes were evaluated at nine other Key Bank branches where the proximate commuting program was not implemented. To ensure the selections were not biased, the nine branches included three sites closest to the best performing test sites, three closest to the poorest performing test sites, and the last three remaining on the original list of potential demonstration project test sites.

Although a decision had been made at the start of the demonstration not to use control sites due to budget limitations, the need for such comparative data was raised after the project was concluded. Thus, the selection of control sites and the commute data analysis for those sites were undertaken after the completion of the demonstration.

The control sites did not participate in the proximate commuting program. However, some of the employees and branch managers at those sites were undoubtedly aware of the program and its basic concept from reading articles in the company newsletter and from attending staff orientation meetings held at the beginning of the project. In addition, the Human Resources staff responsible for new hires and transfers at test sites also serviced the control sites.

As a result, one might expect the control sites to show a commute reduction trend somewhat similar to that of the test sites. Had that been the outcome, the selection of local control sites would have been highly questionable due to the factors already mentioned.

However, just the opposite occurred. The nine control sites experienced an overall 26% increase in the average commute miles and a 36% increase in the longest individual commute per branch. No unusual circumstances were identified to account for the increases.

Eight of the nine had an increase in the average commute distance ranging from 9% to 95%, and one had an 8% reduction in average commute miles. Seven of the nine had an increase in the longest individual commute per branch, ranging from 1% to 167%; one had no change; and one decreased by 10%. See Table 4.

Even though the control sites had a 26% increase in average commute distance during the project, the before average for all nine sites was only 5.4 miles one way (as-the-crow-flies). Compared to the 7.6-mile average for test sites at the project start, one could conclude that the control sites would have had difficulty in decreasing their average below 5.4 miles even if they had actively attempted to do so.

A closer investigation of control site commute patterns, however, indicates that further reductions were possible. Table 5 lists the commute miles of six control site long distance commuters who, in theory, could work at 4 to 50 alternate branches closer to their homes reducing their commute miles traveled by up to 75% to 92%. This

Table 4.

Proximate Commuting Demonstration Project
Commute Mileage Summary - Control Group

	Average Commute Miles[1]			Longest Commute Miles[2]			Total Commute Miles			No. Non-Exempt Employees		
	Before	After	% Increase	Before	After	% Increase	Before	After	% Increase	Before	After	% Increase
FIRCREST	3.0	5.8	95%	7.3	19.5	167%	44.7	69.8	56%	15	12	-20%
CENTRAL DISTRICT	3.3	5.4	62%	7.0	12.0	71%	16.5	26.8	62%	5	5	0%
NORTH CITY	6.5	9.5	46%	22.5	25.7	14%	45.4	66.3	46%	7	7	0%
HOLMAN ROAD	3.9	4.7	21%	8.9	17.8	100%	31.3	37.9	21%	8	8	0%
CROWN HILL	4.6	5.5	21%	10.6	10.7	1%	32.0	38.6	21%	7	7	0%
AURORA	6.9	7.8	14%	15.0	18.0	20%	48.0	70.3	46%	7	9	29%
DES MOINES	4.5	5.0	11%	7.4	7.4	0%	45.1	55.3	23%	10	11	10%
BURIEN	7.8	8.5	9%	18.0	28.6	59%	116.7	144.1	23%	15	17	13%
NORTH AUBURN	7.9	7.3	-8%	17.3	15.5	-10%	55.6	65.9	19%	7	9	29%
TOTALS/AVERAGES	5.4	6.8	26%	12.7	17.2	36%	435.3	575.0	32%	81	85	5%

Note: Commute miles were measured from the center of employees' home zip codes to the work site using a straight-line, "as-the-crow-flies" method. However, commutes around lakes, across bridges, etc., were measured following the most likely commute path instead of the straight-line method.

[1]Distance from home to work for all non-exempt employees, including part-time workers.

[2]Longest individual commute per branch.

emphasizes a fundamental principle of the proximate commuting strategy: identify individuals who can reduce their commute distance rather than focusing on overall commute distance "averages" which often mask significant long distance commutes.

Before Branch	Miles to Current Branch*	Miles to Nearest Branch	Possible Percent Reduction	Number Branches Nearer Home
North City	44	10.8	76	4
Burien	36	3	92	48
North Auburn	34	3	91	36
After Branch				
Burien	58	14.4	75	50
North City	52	10.6	80	4
Fircrest	38	6.8	82	35
Total Average	44	8.0	82%	29

***Miles are round-trip**

Table 5. Potential mileage reductions for longest commutes at control sites with low average commute distances.

REGIONAL AND STATE-WIDE IMPLEMENTATION

There were 3,309,293 employees in Washington State in the second quarter of 1995 according to the Washington State Employment Security Department. Approximately 1,281,000, or 39%, of those employees worked for multi-site employers.

In the Puget Sound region, 48% of the 1,329,632 government and private employees in King, Snohomish and Pierce counties worked for multi-site employers. Forty-five percent of Spokane's 169,927 employees, and 41% of Clark County's 93,055 also worked for employers with more than one work site. See Table 6.

Proximate commuting appears to be most appropriate in large metropolitan areas which have a greater number of multi-site employers with many having large numbers of branch locations. Although Spokane and Clark counties have about the same **percentage**

of multi-site employees as the Puget Sound area, a search of directories for the two areas found few employers listing more than six to eight work sites. Due to confidentiality restrictions, the state Employment Security Department was unable to provide data to further quantify the number or types of multi-site employers in these regions beyond what is given in Table 6.

Even though proximate commuting appears to be less feasible for Spokane and Clark counties than for the Puget Sound area, some employers in the two counties could implement effective programs, e.g., schools, libraries, state liquor stores, fire departments and fast-food outlets. Examples for each county are shown in Appendix C.

The types of employers which may be appropriate for proximate commuting programs vary considerably. Large banks and fast food restaurants, for example, may have many sites within a small geographic region with relatively few employees per location (i.e., eight to twelve). Some of the jobs are easily transferable with position requirements at one site being very similar to those at other sites.

A high number of similar sites offers employees many alternate locations from which to choose in order to reduce their commutes. It also increases the chance that the employee's "preferred working environment" will be found at an alternate site. In many cases, a preferred site may be **nearer** an employee's home, but still not be the **nearest** alternate location.

Large retail chains, on the other hand, often have fewer branch sites but do have a greater number of employees and positions per site. Even so, proximate commuting opportunities may be as great for this employer type as for the bank/fast food type previously mentioned.

Examples of employer types that may benefit from proximate commuting include:

Private sector:

- auto supply stores
- banks
- manufacturing companies
- mortgage companies

Table 6.

ESTIMATES OF REPORTING UNITS AND EMPLOYMENT FOR MULTIPLE ESTABLISHMENT BUSINESSES IN WASHINGTON - 2ND QUARTER 1995

	King County		Snohomish County		Pierce County		Spokane County		Clark County		Washington State	
	Units	Employment	Units	Employment	Units	Employment	Units	Employment	Units	Employment	Units	Employment
Private Ownership	59,801	805,485	13,326	155,257	15,476	163,549	11,535	141,724	7,568	76,911	170,783	2,701,522
Multi Locations	4,936	317,407	1,301	71,086	1,559	59,461	1,299	50,810	605	23,718	16,009	733,755
Multi Employers	1,022		541		627		570		315		1,550	
Government Ownership	525	131,772	245	26,889	237	46,680	251	28,203	135	16,144	4,533	607,771
Multi Locations*	N/A	118,595	N/A	24,200	N/A	42,012	N/A	25,383	N/A	14,530	N/A	546,994
Total Private and Government Ownership	60,326	937,257	13,571	182,146	15,713	210,229	11,786	169,927	7,703	93,055	175,316	3,309,293
Total Multi Employees		436,002		95,286		101,473		76,193		38,248		1,280,749
% Mulit Employees		47%		52%		48%		45%		41%		39%

*It is estimated that 90% of the government workers in the state work for multi-site employers.
"Reporting Unit" refers to a single source of information. The source may report information for more than one work location.
"Establishment" refers to a single physical location where business is conducted.

Source: State of Washington Employment Security Department
Labor Market and Economic Analysis
August 4, 1995

- copy centers
- coffee stores
- delivery services
- fast-food outlets
- gas stations
- grocery stores
- insurance companies
- medical facilities
- pharmacies
- restaurants
- retail chains
- security firms
- temporary staffing agencies
- technology companies

Government sector:

- auto licensing
- child and family services
- colleges and universities
- correctional facilities
- community housing authorities
- employment security offices
- fire departments
- health departments
- K - 12 schools
- libraries
- liquor stores
- parks and recreation
- police departments
- post offices
- transit departments
- utility district offices

Jobs that may be appropriate for proximate commuting are limited only by the ability to replicate the work at other alternate job sites. The list below gives examples of jobs that may be suitable for proximate commuting. Since job titles often do not correlate to the type of work performed and due to the enormous number of job descriptions, the list is only a sampling of the possibilities (King County government alone, for example, lists over 1,100 job classifications for its 11,000 employees):

- administrative assistants
- assistant managers
- branch managers
- branch operations managers
- legal assistants
- library workers
- mail clerks
- parking lot attendants

- bus drivers
- cafeteria workers
- cashiers
- clerks
- coaches
- customer service representatives
- data processors
- delivery persons
- engineers
- espresso operators
- fast food workers
- financial service representatives
- fire fighters
- grocery stockers
- parks and recreation staff
- police
- postal workers
- receptionists
- sales people
- secretaries
- security officers
- service station attendants
- teachers
- tellers
- truck drivers
- video store clerks
- waiters/waitresses

FOCUS GROUPS AND TARGETED TELEPHONE INTERVIEWS

Private and public organizations were contacted to determine the feasibly of proximate commuting for other regional and state-wide employers. Focus group discussions and targeted telephone interviews were conducted for this purpose. A cross-section of major employer types were interviewed, including manufacturing, medical, fast-food, coffee retailer, fashion retailer, home improvement retailer, banking, copy center, grocery store chain, state education, city government, and city utility. Together, the organizations had over 1,100 work sites in Washington state and approximately 150,000 employees.

The focus groups were planned to collect qualitative input from long distance commuters, site managers and senior management. Focus group sessions were to be held in Seattle in May 1995 with representatives from twenty-five Puget Sound multi-site

employers. Efforts were made to recruit one to three individuals per organization for the focus groups: one senior executive; one Human Resources, operations or transportation manager; and one non-management long distance commuter.

Three focus group sessions were scheduled with eight to ten people planned per session. Recruitment aimed at many senior management "decision-makers" proved to be a challenge, as many managers contacted quickly delegated the task to various Human Resources personnel, administrative assistants and Employee Transportation Coordinators. This was unfortunate because eventual participants stressed the importance of upper management awareness and support of transportation programs for implementation approval and ultimate success of the program.

After an initial low response rate for the focus groups, the long distance commuter session was canceled and two focus group sessions were rescheduled for a later date in an attempt to accommodate potential participants' schedules. The two groups were made up of three ETCs and two individuals having primary responsibilities as Employee Relations Coordinator and as Employee Programs Manager but including ETC responsibilities as well.

In addition to focus groups, targeted telephone interviews with ten middle to upper level managers at multi-site state and regional corporations and institutions were later added to supplement the information collected in the focus groups.

1. Focus Groups

The focus groups began with participants discussing existing commute reduction strategies. The group participants were later asked to evaluate proximate commuting implementation interest, feasibility, benefits/barriers and incentives/disincentives from the perspective of their employer. Since all the represented employers had some sites affected by the Washington State Commute Trip Reduction Act, there was lively discussion of programs in use, including, but not limited to, the following:

- Subsidized transit passes (monthly and annually).
- Discounted ferry passes.
- Carpooling/ride sharing programs with discounted, free and/or preferential carpool parking. Some used databases to organize the ride sharing effort.
- Promotional programs and fairs, such as "Oil Smart Wednesday" or "Bike to Work Day." Some with "give away goodies" such as water bottles, bags, pencils, etc., some not. Use of food as an incentive to encourage potential participants to gather for work site promotions.
- "Commuter Information Centers" and "Transportation Boards" at locations where most employees pass frequently, such as outside lunchrooms, to convey programs/benefits.
- Vanpools coordinated in-house and/or by Metro; most got free parking and operating costs covered by contract, if employee's van was used. Some used in-house newspaper columns or newsletters to expedite vanpool organizing -- i.e., "Van Scan."
- Emergency guaranteed ride home, usually by taxi. Some programs had job specific restrictions, some were open to all who use options other than SOV transportation.
- Employer subsidized busses that go from 2 or 3 Park 'n Rides to an area of downtown making 3 or 4 stops at health care employers' work locations on Capitol Hill.
- Taxi service for employees who must work unanticipated 12-hour shifts.
- Education efforts toward understanding the "true cost of SOV commuting"
- Telecommuting pilot programs.

The ETC participants expressed the importance of upper management and administrative sponsorship and participation in commute trip reduction programs. One cited a vice-president at a downtown location making a "statement" by riding the bus,

another by riding his bike to work. Others mentioned that being in a carpool and being able to park in free carpool parking areas close to the business entrance had become an "in" thing, providing work group status. Also discussed was the importance of delegating some Commute Trip Reduction (CTR) responsibilities to the operating departments. This was "half the battle right there."

Most interestingly, many agreed that an in-depth understanding of one's own employers' philosophies and work culture is the most challenging function of the commute reduction task, not merely the mechanics of facilitating mode changes.

To illustrate this, one company ETC explained that bus subsidies were not offered because they'd have to be given as a cash benefit to every employee, amounting to a cost of over one million dollars in one year. In contrast, another said that they had increased the ridership in busses and vanpools dramatically in one year with the same $15 per month subsidy offered to all employee participants.

One said the savings from riding the bus to congested downtown Seattle instead of driving and parking were also "self-evident" and needed no promotion or subsidy once employees understood the "true costs" of SOV commuting. The other ETC said the same minimal dollar amount per month was an essential motivational component of their program to encourage transit ridership for the Kent-Auburn to Everett commute along highly congested Interstate 5.

The variation in commute reduction participation at the many work sites discussed was, of course, influenced by the type of work performed there or based there, the flexibility of work schedules and the attitudes of individual managers as well. Some mentioned the impact of congestion on the operation of the business as well, where just-in-time inventory management is thwarted by clogged freeways.

Clearly, each organization had attempted to address the many programs presently known and available for credit toward satisfying the requirements of the Washington

State Commute Trip Reduction Law for affected sites. Many were satisfied with their progress to date, i.e., their affected sites had met 1995 or 1997 goals.

To introduce the discussion of proximate commuting, **a concept statement** was given for review. See Figure 7.

Briefly, three main points were reviewed:

- the voluntary program is targeted at multi-site employers,
- the assessment of employee commute patterns is necessary to fully understand existing commute distances and proximity to alternate work sites, and
- the four basic ways proximate commuting can reduce commute distances: new-hire placements closer to home, transfers to operations at close-to-home sites, job trades by comparable employees presently cross-commuting (in opposite directions), and residence changes to move closer to work.

Commute maps from the 1993 feasibility study were shown, illustrating commute patterns for the employees at the fourteen Key Bank branches examined. Then, in addition, sample maps of regional multiple site employers -- Safeway, King County libraries, and Washington State liquor stores -- were reviewed as examples of other organizations which may be appropriate for proximate commuting. Participants were told that 83% of the Key Bank employees examined in the feasibility study lived closer to an average of 10 branches of the same bank than the branch where they worked each day. They were also told that when asked why people traveled long distances to work, the feasibility focus groups' unanimous response was, "that's where the job was." Yet there was overall acknowledgment by these ETCs that "If the best solution to long commutes and traffic congestion is to work at home, the second best is a shorter commute distance" (all other things being equal). Participants agreed that the commute maps are an important tool in assessing and understanding existing commute patterns.

Figure 7.

Proximate Commuting Concept Statement

What is Proximate Commuting?

Proximate Commuting is an innovative employment-based commute reduction strategy that offers multi-site employers (e.g., banks, retail chains, post offices, government agencies, manufacturers, etc.) a family-friendly, environment-friendly and employer-friendly program for minimizing inefficient long distance commuting.

Employees of multi-site employers often live closer to several other work sites of the same employer than the site where they work. Many do not realize the other alternate shorter-commute sites exist, nor do they fully understand the costs they incur by commuting long distance.

Proximate Commuting systematically assesses employee commute patterns, identifies commuters who could potentially work closer to their homes, and facilitates voluntary transfers to alternate shorter-commute sites.

The **Proximate Commuting** (PC) program has reduced commute distance four ways:

1. Closer-to-home new-hire placements.
2. "PC Transfers" to sites nearer their homes.
3. "PC Trades" by two comparable employees.
4. Residence changes to be closer to existing work sites.

Employers benefit through reduced turnover, absenteeism, tardiness, and through increased productivity and morale. Employees experience less physical and mental commute-related stress, drive fewer miles, pollute the air less, and have more free time for family or other activities that are more productive than sitting in traffic. **Proximate Commuting** is a true Win-Win-Win strategy for employees, employers and the environment.

A chart was shown illustrating reductions in new-hire commute distances experienced during the Key Bank demonstration as compared to data from the feasibility study. The comment was made that being hired in at a close-to-home site could be seen as a "non-economic benefit" by employees. They could be made aware of their potential commute time, expense and "commute related stress" savings and that the shorter commute is an "employee benefit," even before the job starts. Human Resources and operations managers would be primary to this effort.

A map was shown of the first proximate commuting "trade" by two Key Bank long distance commuters who switched jobs to work closer to home. See Figure 1. Comments included:

- The commute savings of almost $3,500 per year is "a good raise."
- The reduction in vehicle miles traveled is also a component of the whole commute trip reduction picture although it is the hardest to grasp or do anything positive about. "This is exciting . . . you've got a solution to a problem [reducing VMT] that everyone will be judged on" [i.e., proximate commuting addresses the VMT component of the commute trip reduction law.] However, "you are attacking the other half of the [CTR] equation (i.e., VMT). People don't realize that reducing VMT is a big issue. [Proximate commuting] allows flexibility for mode choices and education about them" [by having a shorter commute distance].
- Employees and employers "haven't internalized the distance factor", i.e., they haven't thought about commute **distance** being flexible and being able to hire in closer to home or to change work location to shorten the commute distance.

A table showing potential savings estimated if 5% of Puget Sound commuters used proximate commuting was shown as the final introductory handout. These numbers seemed too large to make much of an impression. Also, regional considerations

seemed to be of secondary interest to the ETCs who were primarily focused on their own employer.

The first question for discussion about proximate commuting was, **"Specifically, from your employers' point of view, how might management respond to this idea?"**

- Major retailer ETC: "Happy to introduce it [to senior management]. You'd think most people would have the brains to figure this [long commute problem] out and do something about it but, as was pointed out with the commute maps, many did not." There are about 700 - 1,200 employees per this employers' six regional sites. "We're not as multi-sited as you might think, but we have a lot of employees at each site. This [few sites] may change the potential of the program, specifically the 'trades.'" Some management may claim "we do this already," meaning they hire employees from surrounding areas already.
- Major regional manufacturer ETC: "The theory is sound. [I] see potential for certain segments of employee population." However, "in a normal year, it might be difficult at best" because it's easier for a teller to transfer than an engineer working in a specialized work group on a specific project. "In a downsizing trend, it would be practically impossible" because managers want to keep good people ("my hand-picked team"). Also, if you transfer yourself, which is possible now, you loose your seniority. There is a "retention system" policy whereby you loose your seniority if you change your work group yourself. "People would be hesitant to give up their spot" because of this policy.

Yet it "doesn't mean this couldn't work in future years. There are segments of the work force, like administrative support, that are cookie-cutter. A pretty large amount of people, actually." The key is "job codes" within a population of support people, their skills are exchangeable and jobs are "learnable." Still, if you moved, "you'd be at the bottom of the stack" by the seniority based retention system. The work group

management system does present a challenge here. Human Resources management is well aware of this. That would be the place to start.

- Regional Medical Center ETC: "The [CTR] options . . . are here already." The job of ETC "is trying to reduce travel traumas. I believe Human Resources does focus on trying to place employees close to living areas. I can't speak for them, but I'm certain that they really focus on this. Change is a question."

This participant related an experience where a downtown Seattle clinic employee who lived in Federal Way, transferred to the Federal Way clinic, partly to reduce the commute and "it didn't work, it lasted one month." Apparently the work environment and the variety of demands at the satellite clinic didn't suit the employee. When questioned as to whether the employee interviewed at the closer site and understood the job before transferring, the ETC was assured that the employee had all the information and preparation she and her manager needed, but it just didn't work out. This experience definitely influenced this ETC's ability to see the potential of the "trades" as well as filling openings with volunteers who wanted to work closer to home.

Additionally, a lot of concern over the specialized nature of the care the staff provides was expressed. Also, not all services are available at all sites. There are a wide variety of professions and occupations represented by the employee population at this medical center. There was a lot of hesitation when asked to consider "duplicate" jobs at more than one site, even when they were not primary care responsibilities and more in line with administrative and support positions.

- Regional retail hardware store ETC: "The employer is really going to want to see the dollar savings in reduced turnover" to be convinced. Management may resist "giving up" a good employee for this kind of change. The top CEO has to endorse this and employees have to express interest. Operations would have to be fully involved, it shouldn't be "just another neat idea from Human Resources that we have to do." The

corporate office location in downtown Seattle would obviously be a more difficult location to work with than the individual retail stores due to the nature of jobs differences. Each retail store is essentially the same as the others in terms of staffing needs. This program would require a joint effort of Human Resources and operations with a lot of cross-department communication.

- Regional city ETC: "Work environment change is a real risk." Resistance to change was cited as a big issue. Emphasis was placed on concern over diverse work groups and locations, i.e., lack of many sites that do many of the same things. Yet the voluntary nature of this program was perceived as a positive factor, as opposed to "regulated" or mandated changes. Some feeling expressed that "some departments do this already" and that an upcoming Human Resources information system may be able to assist with this type of program.

The next topic of discussion was **"Where is the best home for this program?"**

- Most agreed that the program falls into the broad category of "Home-Work-Life" benefits, at least as far as employees are concerned. It is difficult to place because of the nature of its perceived "economic and non-economic benefits." Unfortunately, "at most corporations work-family benefits really haven't found a home yet." It was discussed that proximate commuting was not just a Human Resources based program and most agreed that operations has an important role in implementation as well as receiving a definite benefit from the standpoint of potentially gaining more reliable, longer term employees. It was emphasized that underlying corporate/organizational policies are needed to facilitate the program and should not act as barriers. From an operation's standpoint, there were comments about union reactions, but this was not discussed in depth. (A labor relations representative scheduled to attend was not available). Generally, most felt that in organizations where unions are a factor, any program that could have low-cost benefits to the union members should be presented to the union for their reaction.

- The productivity/performance impact of the program needs more substantial verification to facilitate its full integration into the operations realm. The participants agreed that the use of demonstration programs is ideal for gathering this information.

When asked to consider the possible drawbacks and barriers to implementing a proximate commuting program, the responses included:

- Concern about **communication between Human Resources and operations,** especially where new polices need to be made or existing ones altered. Operations should be approached from the position of starting small (with smaller work groups or job codes within the larger work force population) and assuring that these groups are disbursed throughout the multi-site environment. It was recommended that the entire organization be informed about the program and that it be liberally publicized so that the participants are rewarded as "agents for change." The acknowledgment and support of top management as champions is an integral part of the "success mix" for this program.
- Concern about **effectiveness**. "No wild goose chases, no duplication of existing CTR efforts." The program needs demonstrated response and success. Concerns made were: "we're doing this already" in terms of hiring close-to-home new employees and posted job positions already available if an employee wants to change jobs to work closer to home. A ride-sharing database matching program was mentioned as "fizzling" because of lack of home location "matches" and job hours that couldn't be worked out between managers. Also mentioned were lack of "cookie-cutter positions" or positions and hours enough alike at multiple sites to make the trades feasible, i.e., medical institution with unique specialized care at each location, or manufacturing in only one location in a geographic region.
- Specific concerns about **employee reluctance to participate** especially if seniority is lost or the new work group is incompatible. Also voiced was potential disappointment if the program can't work for an individual's job duties (i.e., a unique

job in one location only), or resentment if it takes too long to find a trade or posted job opening closer to home.

There was some discussion of how employees might feel if they couldn't participate because of job restrictions, but wanted to because of commute reasons. One could argue that if the commute is a significant job "dis-satisfier," the employee may be unlikely to stay in that job, or even with that company for long regardless of whether the job prevented participation in one program. Most agreed that to restrict the participation for others for whom the program **could** work on the basis that **everyone** would not use it seems counterproductive to the larger goals of reducing congestion, fuel consumption and air pollution, as well as improving the quality of life for many.

- Concern was voiced about **management objections** in the form of "taking the best employee," "breaking up the work group", and "giving another manager someone else's problem-employee." Again, the voluntary nature of the program was emphasized with particular attention to the fact that **all** parties involved must approve the new-hire, transfer or trade, and that an employee motivated to make a change based on commute issues is likely to suffer strains and work related performance problems from the commute eventually anyway.

The question: **"What participation rate would be considered successful"** was answered as follows:

- "5 to 8% after 2 years or so would be similar to dependent care programs. This is a good rate."
- "8% would be extremely successful, 3% acceptable. Relative comparison to 6 to 8% for telecommuting nationally is a good start."
- "Small groups start things."

Finally, the issue of **program cost** was evaluated. Participants said that the feasibility studies seemed to be relatively inexpensive and were "worth it" to assess the

employee commute situations. For demonstration of the concept, the software needed would present a challenge since there would be a lot of data to handle. Also mentioned was the benefit of experience with Human Resources and operations and the "corporate culture" issues that could arise and be a barrier to implementation.

In summary, while all ETC participants could appreciate the benefits to the employees and environment, the concerns became larger when considering the employer, i.e., upper management, perception and sponsorship issues. The moderator's impression of what the ETCs thought their job responsibilities were, primarily as record keeper and promoter of programs already available or in use for an extended period such as carpooling, bus subsidies, etc., may have limited the discussion of the possible implications of a region-wide program. However, one participant in particular emphasized the potential power of the reductions possible in vehicle or commute miles traveled as it pertains to CTR and seemed to more fully understand the mode changing options that a reduced commute distance may afford.

2. Targeted Telephone Interviews

Introduction: Participants are identified by number and by general job title. This is provided to demonstrate the breath of individuals interviewed. Those interviewed comprise 1,116 sites with 57,617 employees in Washington state.

Question 1. How many work sites does your organization have? How many employees per site?

- Participant 1 (Labor Relations Representative): 4 sites with 900, 450, 375 and 60 employees. Total employees in department --1,785. Total employees in Seattle organization -- 10,000.
- Participant 2 (Administrative Assistant and ETC): 6 sites with 210, 200, 47, 75, 5, 5 employees. Total employees in organization -- 542.

- Participant 3 (Corporate ETC): 65 sites in state. 4 large sites with 1,200, 1,200, 600, 600 employees. Many small sites. Total employees in state -- 9,000.
- Participant 4 (Site Operation's Manager): 50 sites in state with 10 to 15 employees per site. Total employees in state -- 500.
- Participant 5 (Corporate VP Operations): 40 sites in Seattle area. Two large sites with 400 employees each. Total employees -- 4,500.
- Participant 6 (Corporate VP Public Affairs): 52 sites in state. Two large warehouses with 350 employees, 21 employees at one office, and 8,330 at 49 retail sites. Total employees in state -- 8,700.
- Participant 7 (Supervisor, Retail Sales): 120 sites in state. Two production plants with 100 and 75 employees; 400 at main office; remainder at retail sites. Total employees in state -- 2,200.
- Participant 8 (Human Resources/ETC): 55+ sites in Seattle area with 2,375 total employees in state.
- Participant 9 (Regional Human Resources Manager): 224 sites in state with 50 employees per site. Total employees in state -- 11,200.
- Participant 10 (Corporate Manager, Payroll and Benefits): 500 sites in state with 10 to 15 employees at most sites. Total employees in state -- 8,600.

Question 2. Have any studies been done at your organization of employee commute distances?

Five out of ten organizations interviewed had done only the Washington State Commute Trip Reduction program survey at affected sites. One company had done the CTR survey plus one internal study. Another had done the state CTR survey plus a brief in-house database search for potential proximate commuting "trades" (completed after receiving preliminary focus group materials). Three organizations had not completed the CTR survey or any other commute distance analysis.

Question 3. How many employees live closer to one or more work sites than their current work site?

None of the participants were aware of any data or studies that would answer this question for their organization. Comments included:

- Participant 1: No information, but probably not a lot. Lots of jobs are specific to only one location. Electrical union agreement allows workers to change work site. This option was available at the north and south service centers originally. Employees can bid for opening, but it is a seniority based system. This has been in place for long time. Electrical union represents 1/2 work force.
- Participant 2: No information. For the first time in our history, two security officers voluntarily traded jobs August 21 to shorten their commutes. It took **one year** to facilitate because they had to make all the arrangements themselves. Staff would favor pro-active program because now there is no way to know about appropriate traders. You have to wait for a job opening before you could transfer to a closer to home work location.
- Participant 4: "Most probably do **not** live near their work site. Most employees choose site where they want to work . Example: I applied for Federal Way store. There are 2 work locations closer to my home, but my talents needed at UW site."
- Participant 7: Our experience has been that "store partners" (hourly employees) work at stores close or closest to home. All stores are company stores.
- Participant 8: Don't know, but looked at our Human Resources data briefly and at least 50% passed one or more sites on way to work. When I examined job titles in the state, I found only four "1-to-1 matches" for full time employees.
- Participant 9: Very hard to determine. Guess greater than 40% live closer (to other sites than the one where they work).

Question 4. Characteristics of employees for whom proximate commuting *would* work.

- Participant 1: Electrical engineering group. Now has engineers at all three service centers due to reorganization 3 years ago. Support personnel and secretarial - no official program now but will consider "trades" if employees do research and supervisors approve. These employees at all three major service centers.
- Participant 2: Administrators who manage similar programs. VP's of instruction already move from campus to campus because of their desire to exchange new ideas. This is encouraged by the presidents. There are good benefits to trading. Potential participant examples: "Definitely for teachers." Math 101 = math 101, generally. Present hiring practice done by where opening is. Would work well for common job classifications. Example: there are 90 people classified as clerical at 3+ sites.
- Participant 3: Hard to answer. Working on job standardization and job descriptions. Maybe maintenance and support people, but hours might not match up.
- Participant 4: Would be hard. Perception that sites are "cookie-cutter," but are not. Sites vary in services offered. Approximately 50% use public transportation. Hours worked vary according to needs at site. Some employees work at more than one site to make up a 40 hour week.
- Participant 5: Would work for clerks, meat cutters, etc., department employees (common to each site).
- Participant 6: Would work well for full-time management who are more likely to do home-to-work commute routine. Would depend on individual manager's situation, considering other care needs, such as elder or child care, hours and shifts worked, etc. Each department has varying hour schedules. Stores open 7 am - 11 pm. No 24-hour stores yet.
- Participant 7: Probably hourly partners, but may have different hours. For example, UW students may have restricted schedules.

- Participant 8: Branch customer service representatives and financial services representatives.
- Participant 9: Speaking for corporate locations, employees who live within a 5- mile radius of store benefit now. Most use public transportation. (It's a lot easier for them to live closer and use public transportation.) At least 60% of employees are part-time (less than 40 hours per week).
- Participant 10: Would work well for employees not on career path.

Who would it *not* work for?

- Participant 1: Some jobs specific to only one location, such as mechanical and civil engineers who are in one location only. Most field forces only at one service center. Example: all cable splicers at North Center.
- Participant 2: Specific project managers at a renovation or capital project which is site specific. Personal preference, i.e., personal or staff/management style. Benefits -- state employees can take free classes. There is specialization at locations by academic area. So if you want to take a class at your work site, you might endure a long commute to stay there to take the classes you want.
- Participant 3: There is a lot of inner connectedness of jobs. We're struggling with fact that lots of jobs are more site specific.
- Participant 4: Hours vary according to site. Many work at more than one site to make a 40 hour work week.
- Participant 5: Not for management. (Management assigned by skills needed.)
- Participant 6: Part-timers, because don't come to work from home. May have a second job that they come from or go to. [Note: Proximate commuting may **help** employee if that extra commute is a short distance.]
- Participant 7: Management. There are financial benefits to managing different stores, some are different concepts. The salaries are dependent on the type of store and the level of services available. Managers are full time. They have responsibility for hiring and

training. One manager and one assistant manager per site now. Soon will change to having one manager run two locations close to each other.

- Participant 8: Those jobs only at one site, i.e., no trades available.
- Participant 9: Would not work for "core crew" at or near 40 hr. and who can't use public transportation. [This participant may have assumed that use of public transportation was necessary for proximate commuting participation.] Staff hours are 4 am to 1-2 am, and may go to 24 hours. for "drive throughs" at special sites soon. Core crew works at a single store; customer familiarly and brand loyalty very important to high number of loyal repeat customers for a specific site. Some flexibility is available though.
- Participant 10: If on career track, commute options are more limited. Hard if specialized job, or if hours are hard to coordinate with carpools or other options.

Question 5. Characteristics of your *organization* that would enable implementation of proximate commuting program.

- Participant 1: "Corporate culture" is positive.
- Participant 2: Transportation options are improving. Two sites have lots of parking, but one has only a small garage. One location is better if you don't drive, but two are hard to get to by public transportation. This is being improved now. Focus on the Chancellor, he may be willing to look at program.
- Participant 3: Organization does look ahead. We have day cares on site. We do subsidize bus passes and carpool and vanpool parking and have guaranteed ride home. Flexible hours available to catch busses, but depends on departments.
- Participant 4: Corporate situation not good now for new programs, undergoing some reorganization. Some stores have local partners or are franchised, others are limited partnerships. This influences staff and management.
- Participant 5: No response.
- Participant 6: We have environmental policies. Do try to hire from neighborhoods. It's been a long term policy. "Quality of life"/family-friendly policies in place for 20+ years.

We've been a long time proponent of mass transit in Portland. At large store locations, we take commute into account, although retail hires ASAP when they need an employee quickly.

- Participant 7: Positive characteristics -- the company is very environmentally oriented and very concerned about quality of life of partners. Work environment must be very positive. Managers share applications and will pass on to at store that's in the applicant's residence area. Also post openings internally, so employees can transfer. No restrictions or length of service to do this if not management. Managers must stay in a market more than six months before transferring to another market.
- Participant 8: There are common jobs and common hours at more than one branch or office. In near future, any jobs in any location will be posted at each branch. Internal applicants have priority.
- Participant 9: Stores in high traffic pattern areas. Use lots of part-time workers. Most need to work around school hours and take public transportation to work. Employees can work any hours they can, store managers will be flexible.
- Participant 10: Corporate culture is positive. Zero blockages.

Question 6. Characteristics that may *limit* implementation of proximate commuting program.

- Participant 1: People tend not to want to move because of past reorganizations and moves in the last few years. They may be concerned perhaps that a move would jeopardize job if they change location and work group. Traditionally managers used to move people to "trade off problems." Would need to overcome this view. If job status not affected, unions other than electrical would be willing. Must be a **voluntary** program.
- Participant 2: Each campus has its own personality determined by each president, and areas of academic specialization. That may limit some employees from transferring if they prefer one site's academic "personality" over another.

- Participant 3: Matching and trading may be hard. Lots of job descriptions. Cars needed for work. Administration might not understand.
- Participant 4: Regional management not accountable to larger organization now. Going public next year. This may lead to uniformity in programs. Think a feasibility study would be useful but hard to implement now.
- Participant 5: No limit necessarily. Think logistics would have to be worked out.
- Participant 6: We have "auto-oriented shopping" so our customers come by car. Suburb to suburb travel is a problem for both employees and customers because of lack of public transportation on those travel routes. Our employees need to get to work easily so they still rely on their cars.
- Participant 7: "We are doing this now," because of philosophy of promoting family-friendly programs. Operations knows the demands on locations and staffing best, so they would have to look at this.
- Participant 8: Limitations are: centralized jobs at operations center; some locations have a large customer base and more prestige attached to working at those sites; for compensation (above teller level) some is based on performance of the branch.
- Branch managers have final say on own branch staff.
- Participant 9: There is a wide variability of work schedules. Individually based scheduling is a concern. However, "positions are **factually and functionally identical**" per location. All standards are the same unit to unit. This would make it easier to work with.
- Participant 10: There is a variety of work schedules. Its the responsibility of managers to manage "franchise." It could be a scheduling nightmare because hours and personalities are a challenge. Publish posted openings weekly. Turnover is high.

Question 7. Do you agree, disagree or are neutral about this statement: "Reducing unnecessary long distance commuting with a voluntary program would be beneficial to my organization."

- Participant 1: Neutral. Don't know if lots of opportunities at organization. Also, years ago, to work for our organization, employees had to be a city resident. People fought this because it was restricting. Make sure there's no component like this in the program. Now for uniformed services like police, fire departments, if buy house in city, get mortgage help. Incentive on one hand, but on the other, this was somewhat resented too because if you couldn't do it, you didn't get benefit.
- Participant 2: Strongly agree. But have to look at job classifications and salaries. Human Resources management assistance would be needed for non-identical matches. Successful participants' commitment to the job increases because of the benefit to the employee and employer. Employee commuting a shorter distance likely to be more reliable, have less absences and be more accessible. I think this [program] is worthwhile. Needs support of upper management for status/believability. We all face CTR. Staff and administration has 85% SOV commuting.
- Participant 3: Agree. Just have slight concerns about job descriptions and potential of "matching" highly specialized jobs in different locations.
- Participant 4: Agree -- with comments of applicability to organization as it exists now. Very high turnover (80%). Jobs not uniform. Internal issues. Jobs highly stressful.
- Participant 5: Agree
- Participant 6: Strongly agree.
- Participant 7: Agree. Comments: Benefits very clear: employees who work close to home will be on time, etc., but sometimes chemistry of the work group or need to round out skills come into play. Specialized job skills and attitudes are important to company.
- Participant 8: Agree in principal, but disagree for this work force. Might cause problems if doesn't work out. When hiring, we do try to ask people which location they prefer.

Lots of downsizing. Now one branch manager may manage up to 3 branches. Lots of employees going to part-time non-exempt (60% conservatively).

- Participant 9: Strongly agree. Because unnecessary long distance commuting increases employee turnover, contributes to lateness, absenteeism. Productivity is greatly affected by mood and attitude. Attitude and motivation of manager is very important. "If they're stressed, forget it."
- Participant 10: Agree. "How could you not agree?"

Additional Comments from Telephone Interviews

- Participant 1: How does public transportation work into this? Not many busses serve the area well. Suburb to suburb service is poor. Time is money. (Bought own house close to bus line so she could use transit. "Fair" commute door-to-door. Used to live in Bellevue, now lives in Federal Way only 15 minutes more commute time to downtown.
- Participant 2: For fall quarter, Board of Trustees just increased parking rates by 56%. Full-time staff pays $70/quarter to park. There are positive incentives for other modes. Shuttle bus now available every 20-30 minutes from campus to Metro station. If register to use carpool, get $35/voucher mid-quarter as a reward (REI, BP, Starbucks, etc.) Are you a long distance commuter? Yes.
- Participant 5: For present transfer policy, you have to wait for an opening. "Do try to get folks close to home as possible. Each store recruits from neighborhood."
- Participant 8: It's a good program. Would work well in some situations. Surprised there weren't more "match" opportunities in state when I looked at briefly. Also looked at Portland, and more matches seemed available there, so "trades" not totally out of the question.

Discussion of Focus Group and Targeted Telephone Interview Comments

The focus group and telephone interview participants all agreed that reducing long distance commuting would benefit their organizations and employees. Most also stated

that proximate commuting could work for at least some of their employees. None, however, had a good estimate as to what percentage of employees might be appropriate potential candidates for working at closer-to-home sites, and none had seen or used employee commute maps for any of their sites.

The concerns raised by the participants are all, to a certain degree, valid issues for their organizations. The extent to which those concerns may effect the success or failure of proximate commuting is difficult to project based on the limited information collected since only one person per organization participated in the discussions.

However, most of the primary concerns identified in this project (i.e., breaking up work teams, trading good workers for bad ones, reluctance to change, "managers may not go for it," and difficulty in matching work schedules) were the same as those identified in the 1993 ***Proximate Commuting Feasibility Study*** involving only Key Bank employees. Having several employees from the same company in the same focus group provided a deeper analysis and a collective problem-solving venue for addressing each issue. They concluded that although the concerns were legitimate, the potential benefits from the program far outweighed the possible negative factors.

It is important for employers to understand that implementation of a proximate commuting program should not mean that a large percentage of their work force will simultaneously change job sites. This, of course, would be too disruptive and unmanageable in most cases. Instead, gradual but consistent change is recommended. Since all types of employee transfers must have management approval, managers maintain full control over the rate of change, the quality of their personnel and the composition of their work teams.

The comment that "we do it already" likely means that Human Resources tries to hire employees from the general area of the work site and will transfer existing employees closer to their homes upon request (and availability of an opening).

This, in and of itself, does not constitute a proximate commuting program. These informal, "reactive" procedures described by interview participants are standard policies and procedures found at most multi-site employers. Commute distance may or may not be considered and is unlikely to be a high priority consideration.

Key Bank had similar personnel procedures in place prior to the proximate commuting studies, yet these studies found a great number of long distance commuters, many of whom could easily have worked closer to their home doing the same job. Similar situations unquestionably exist for many other employers.

The participants also mentioned that some jobs were site-specific. Again, this was the case with Key Bank. Those employees who have a site-specific job may elect not to participate in the voluntary program, or they may choose a job that will enable them to transfer to a shorter-commute site. Some Key Bank demonstration project enrollees marked on their applications that they were even willing to accept a downgrade in order to reduce their commutes. To a growing number of people, a lower paying job close to home is preferred to a higher paying job that requires a difficult or long commute.

It also is acknowledged that not all employees will be eligible to participate in proximate commuting nor will they all want to participate. However, there very well may be as many who can and will change work sites as there are that will give up their cars to ride the bus or car/vanpool to work.

The issue of **poor communication between Human Resources and Operations** is a valid concern. Without a consistent and frequent exchange of information between the two departments, progress will be difficult to track and the program will suffer.

To avoid this breakdown, a senior executive must champion the program and ensure that all responsible parties are held accountable for completion of their tasks and that program activities are well coordinated within the appropriate departments.

Loss of seniority due to transfer is a major consideration at some union sites, but has no significance at many others. A wide range of flexibility exists on this issue and

the acceptability of proximate commuting will, in all likelihood, vary accordingly. Some unions structure seniority by individual sites while others may transfer seniority to all sites within a given region. There is the potential that some union seniority policies could be modified to allow retention of proximate commuters' seniority when they transfer to a new work site.

Demonstrated effectiveness through reduced turnover, tardiness, and absenteeism or through improved productivity was mentioned as being necessary if senior management is to support proximate commuting. The impact of proximate commuting on these issues will require long-term analysis, which was not part of this demonstration project. Many studies have documented productivity improvements by employees who increased their degree of job satisfaction and reduced their stress levels through such programs as telecommuting. In the Seattle/Puget Sound region, the average commuter is reportedly late for work one day a week due to traffic congestion (***Your Local CTR Ordinance***, p. 3-1, King County Metro). It stands to reason that shorter commutes that avoid traffic congestion could provide some degree of similar productivity improvements as those resulting from telecommuting. This remains to be studied further.

CONCLUSIONS AND RECOMMENDATIONS

This study was conducted to field test the proximate commuting concept during a fifteen-month demonstration project and to evaluate the applicability of proximate commuting for regional and state-wide implementation.

The results of the Key Bank demonstration clearly illustrate that proximate commuting is a viable, low-cost method for significantly reducing commute time, distance and expense. During the demonstration project, 17% of eligible employees, or one out of six, enrolled in the proximate commuting program (even though Key Bank had an existing transfer policy in place) indicating they preferred to work closer to their homes. For those who did transfer, their commute distances were reduced by an average

of 28 miles round-trip per day -- a 65% decrease. The thirty test sites showed a 33% reduction in the **longest** commute distance per branch and a 17% reduction in their **average** commute miles for all employees.

The results of this project confirm that proximate commuting can reduce vehicle miles traveled, person miles traveled and the amount of commute time required for employees to travel from home to work. In addition, unlike many other commute alternative programs that are used less than 100 percent of the work commute time, the proximate commuting benefits to the employee, employer and the environment are fully realized each and every day the person goes to work.

The percentage of demonstration employees who transferred to closer-to-home work sites is about the same as the percentage of Puget Sound commuters who use transit to get to work. Transit has been in place for decades, requires a large on-going subsidy, and costs millions annually for advertising, purchasing and maintenance of busses, Park and Ride lots, and support staff and offices. Yet the percentage of transit riders continues to decline each year.

In contrast, proximate commuting uses existing resources, has minimal costs and in a participant-to-participant comparison, the benefits of proximate commuting to the employee, employer and society can be far greater than those of transit. The optimal scenario, of course, is for employees to have short commutes and a transportation mode other than driving alone to work.

In addition, by "converting" a long distance commuter to a short distance commuter, the chances are good that the individual will be reluctant to return to a long, difficult commute at a later date (e.g., when changing jobs they probably will be inclined to make more of an effort to find work close to home). Thus, the goal of changing long-term commute habits may also be achieved through the proximate commuting program.

When proximate commuting is compared to both supply-side and demand-side policies for reducing traffic congestion as summarized by Anthony Downs in ***Stuck In***

Traffic, pages 151-152, the results are very favorable. As a demand-side policy, it can be broad in effectiveness, both extent and impact, of very low cost to commuters and society, requires no institution to implement, is easy to administer and is of high political acceptability.

In order for employers to consider implementation of proximate commuting, they will need to see evidence that it can improve their bottom line and that they are not simply being asked to promote another civic-minded program for the good of the community. The Key Bank demonstration project has provided empirical data documenting the positive proximate commuting benefits realized by the employer, employee and the environment.

As a result of the positive outcome of this demonstration and the interest expressed in proximate commuting by several major employer representatives as part of this study, it is recommended that 1) a feasibility study be undertaken to determine the program implementation potential for four to five major employers, and 2) a thirty-six month demonstration project be conducted with those employers found appropriate for proximate commuting in the feasibility study.

Performance-based tax credits should also be made available to entice employers to establish proximate commuting programs and to offset initial setup costs. Credits should be linked directly to commute miles reduced.

In conclusion, traditional anti-congestion strategies have had limited success in unclogging the nation's gridlocked freeways. Many of those strategies have plateaued or are losing ground to single occupancy vehicle commuting, even in light of new CTR regulations. The Key Bank proximate commuting demonstration effectively removed commuters and their vehicles from highly congested roadways in the Puget Sound region. It accomplished this without employees having to change their mode of transportation. It enhanced the quality of life for participating employees, improved their employer's operational efficiency, and decreased auto emissions to the environment.

Clearly, low-cost innovative strategies, such as proximate commuting, that attack the basic causes of congestion, are driven by employee and employer self-interest, and provide win-win-win opportunities must be researched, developed and promoted if progress is to be realized.

ACKNOWLEDGMENTS

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Finally, we thank Key Bank of Washington for agreeing to participate in the year-long study. We appreciate the cooperation and assistance of the employees at the test sites, Human Resources and operations staff, and the senior executives who supported the project. We especially wish to acknowledge the efforts of Sandy Hedington, Laurie Turner, and Sherri Shaftic.

APPENDIX A

Key Bank Commute Data Summary

Proximate Commuting Demonstration Project
Commute Mileage Summary Sheet

	Average Commute Miles[1]			Longest Commute Miles[2]			Total Commute Miles			No. Non-Exempt Employees			No. of Employees at Same	
	Before	After	% Reduction	Before	After	% Reduction	Before	After	% Reduction	Before	After	% Reduction	Work Site[3]	Home Site[4]
UNIVERSITY PLACE	11.5	3.6	69%	48.7	9.9	80%	150.0	32.6	78%	13	9	31%	3	3
RIVERTON HEIGHTS	12.8	5.1	60%	24.4	6.9	72%	141.3	65.9	53%	11	13	-18%	1	1
NORMANDY PARK	11.8	5.1	57%	31.5	12.0	62%	82.5	35.5	57%	7	7	0%	4	2
LAKE UNION	10.8	5.7	47%	42.0	11.9	72%	118.4	39.7	66%	11	7	36%	2	2
SECOND & MADISON	11.3	6.4	43%	36.5	10.7	71%	124.8	25.5	80%	11	4	64%	0	0
PUYALLUP	7.3	4.2	42%	26.1	8.5	67%	132.2	67.0	49%	18	16	11%	9	6
PARKLAND	7.6	4.9	36%	12.8	11.5	10%	128.9	59.3	54%	17	12	29%	1	0
LAKEWOOD	7.7	5.3	31%	35.0	18.2	48%	100.6	95.8	5%	13	18	-38%	6	6
MAGNOLIA	6.5	4.5	31%	20.0	9.4	53%	51.8	31.5	39%	8	7	13%	4	3
RAINIER BEACH	6.5	4.5	31%	14.5	10.1	30%	52.0	31.2	40%	8	7	13%	1	1
TACOMA MALL	6.0	4.6	23%	21.7	11.1	49%	96.4	59.9	38%	16	13	19%	9	6
BELLEVUE	11.2	9.3	17%	24.4	15.8	35%	123.0	65.2	47%	11	7	36%	2	1
LYNNWOOD NORTH	10.7	9.0	16%	68.0	20.5	70%	128.3	90.7	29%	12	10	17%	7	6
AUBURN	8.3	7.1	14%	16.6	15.2	8%	141.0	93.5	34%	17	13	24%	8	5
SEATAC MALL	6.0	5.2	13%	21.3	12.4	42%	102.6	99.7	3%	17	19	-12%	4	4
UNIVERSITY VILLAGE	6.6	6.0	9%	19.6	19.6	0%	86.1	78.5	9%	13	13	0%	7	5
FOURTH & UNION	9.2	8.4	9%	23.8	27.4	-15%	119.7	67.0	44%	13	8	38%	2	0
SPANAWAY	7.3	6.7	8%	20.9	20.9	0%	109.6	86.7	21%	15	13	13%	9	9
MERCER ISLAND	10.0	9.7	3%	16.5	16.5	0%	90.0	68.0	24%	9	7	22%	4	4
FIRST HILL	3.5	3.5	0%	8.6	6.1	29%	31.8	27.9	12%	9	8	11%	2	1
LAKE CITY	9.3	9.3	0%	12.3	12.3	0%	55.9	55.9	0%	6	6	0%	6	6
SECOND & MARION	5.5	5.5	0%	12.9	14.6	-13%	33.0	55.4	-68%	6	10	-67%	1	0
UNIVERSITY DISTRICT	5.6	5.8	-4%	33.0	19.8	40%	128.8	80.8	37%	23	14	39%	5	5
BELGATE	8.9	9.3	-4%	18.4	16.1	13%	62.3	46.6	25%	7	5	29%	0	0
CROSSROADS	5.5	6.0	-9%	12.0	10.6	12%	44.1	54.4	-23%	8	9	-13%	7	5
RENTON MALL	5.7	6.4	-12%	12.1	12.1	0%	63.2	64.4	-2%	11	10	9%	5	2
SOUTH TACOMA WAY	5.1	7.0	-37%	11.5	22.6	-97%	82.4	91.1	-11%	16	13	19%	5	2
CAPITOL HILL	4.3	6.6	-53%	15.0	16.9	-13%	43.2	65.7	-52%	10	10	0%	1	1
NORTHGATE	6.0	9.3	-55%	14.5	35.4	-144%	102.6	93.3	9%	17	10	41%	5	3
BALLARD	5.4	8.5	-57%	21.0	30.6	-46%	130.2	153.0	-18%	24	18	25%	6	5
TOTAL/AVERAGE	7.6	6.3	17%	23.2	15.5	33%	2,856.7	1,981.7	31%	377	316	16%	126	94

Note: Commute miles were measured from the center of employees' home zip codes to the work site using a straight-line, "as-the-crow-flies" method. However, commutes around lakes, across bridges, etc., were measured following the most likely commute path instead of the straight-line method.

[1]Distance from home to work for all non-exempt employees, including part-time workers.

[2]Longest individual commute per branch.

[3]Employees who were at the test site at the start and end of the project.

[4]Employees who were at the test site at the start and end of the project and maintained the same home addresses.

APPENDIX B

Key Bank Test Site Maps

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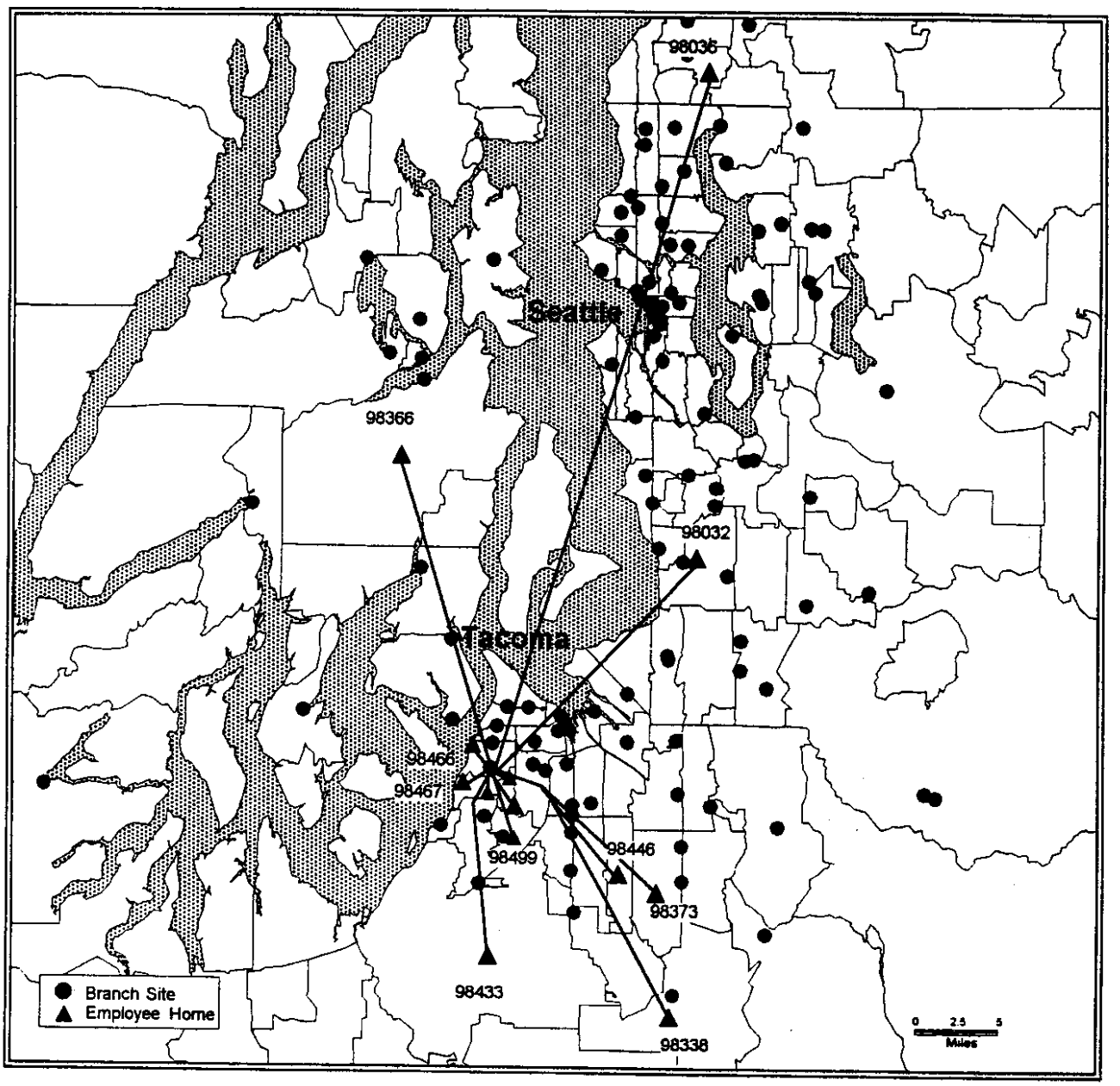
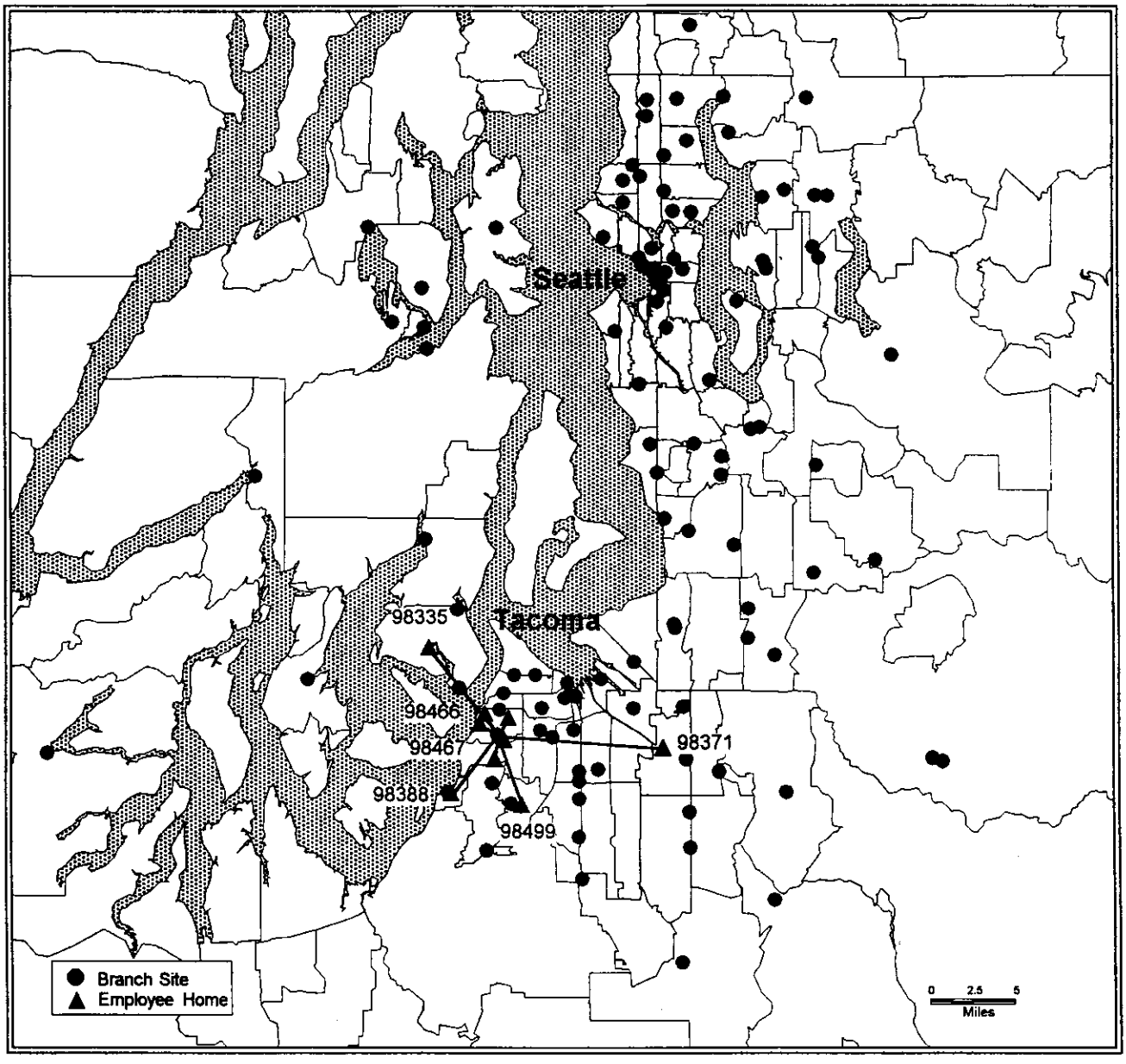
Key Bank of Washington
University Place Branch
Before Proximate Commuting



Longest Commute (miles)	48.7
Average Commute	11.5
Shortest Commute	1.0
Total Miles One Way	150
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

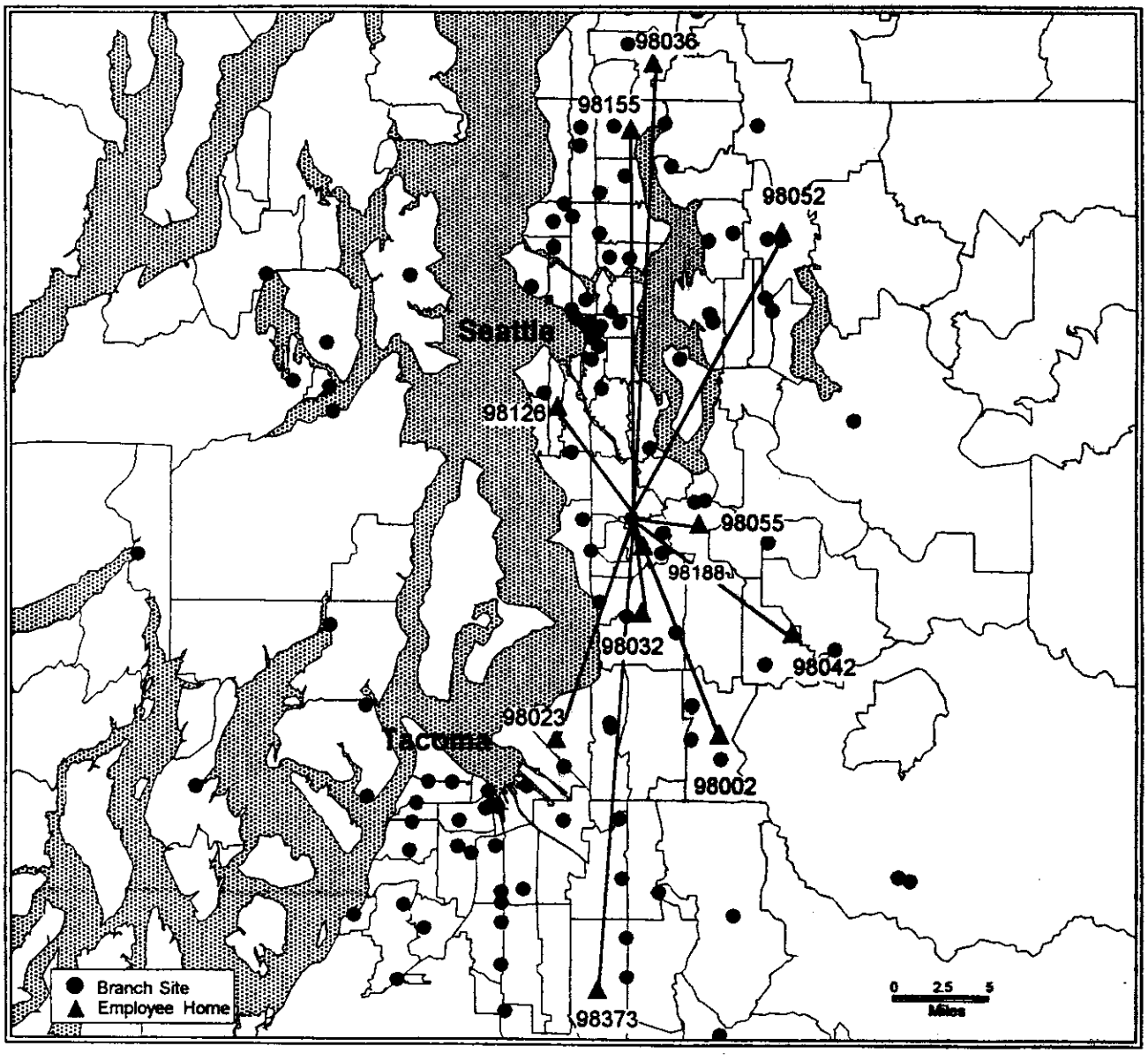
Key Bank of Washington
University Place Branch
After Proximate Commuting



Longest Commute (miles)	9.9
Average Commute	3.6
Shortest Commute	1.0
Total Miles One Way	32.6
Employees	9

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

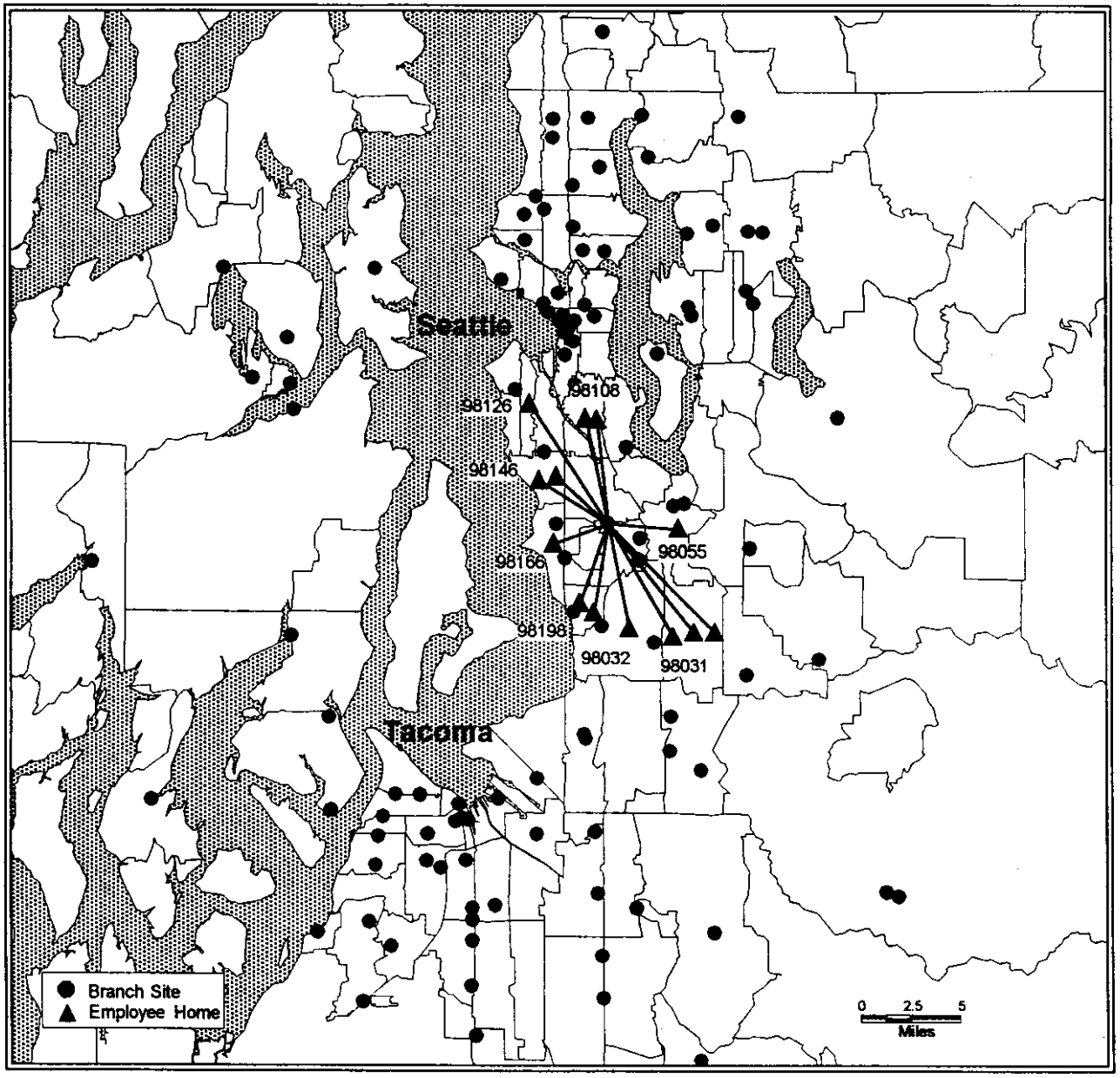
Key Bank of Washington
Riverton Heights Branch
Before Proximate Commuting



Longest Commute (miles)	24.4
Average Commute	12.8
Shortest Commute	1.4
Total Miles One Way	141.3
Employees	11

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

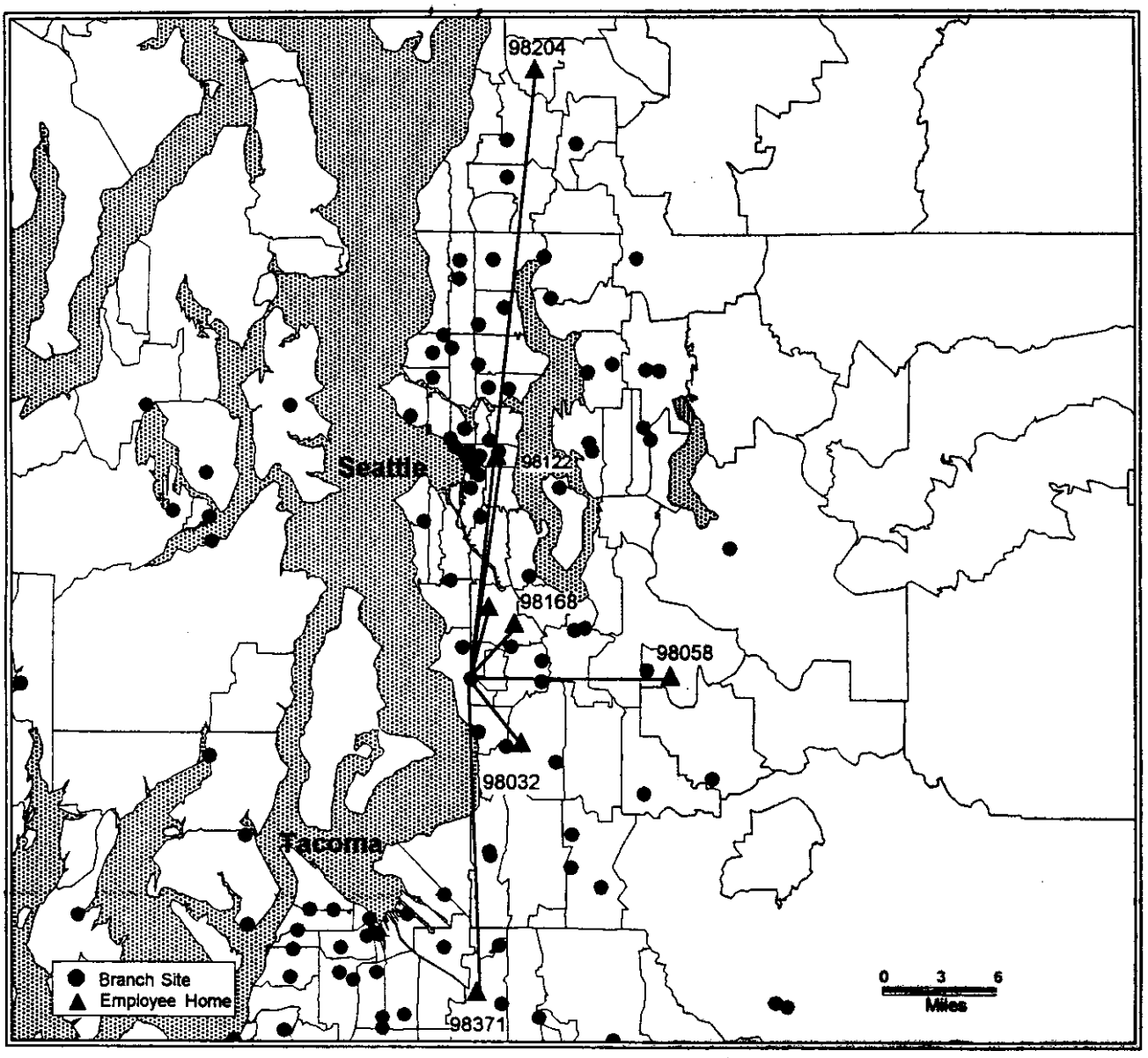
Key Bank of Washington
Riverton Heights Branch
After Proximate Commuting



Longest Commute (miles)	6.9
Average Commute	5.1
Shortest Commute	3.0
Total Miles One Way	65.9
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

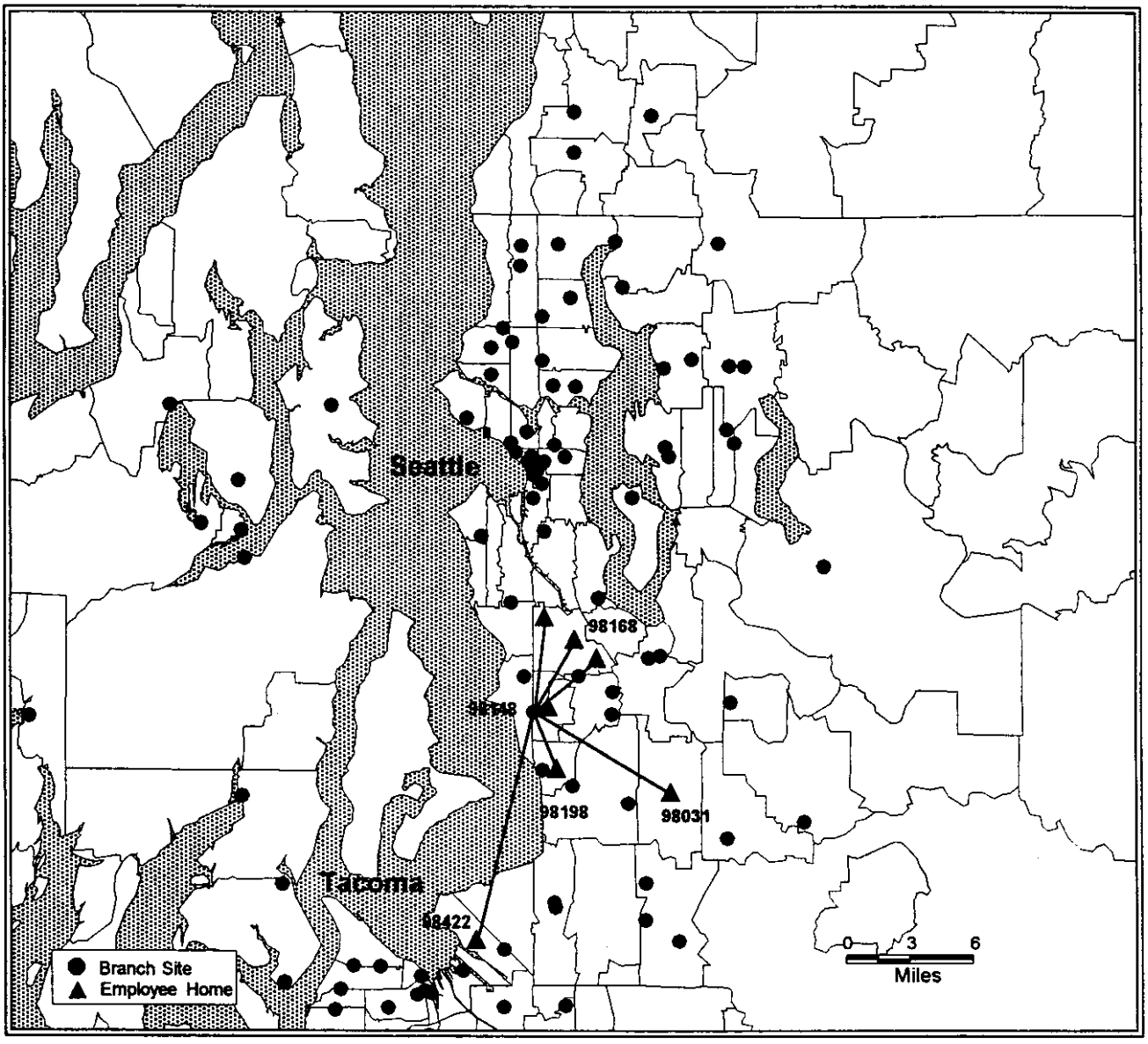
Key Bank of Washington
Normandy Park Branch
Before Proximate Commuting



Longest Commute (miles)	31.5
Average Commute	11.8
Shortest Commute	3.8
Total Miles One Way	82.5
Employees	7

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

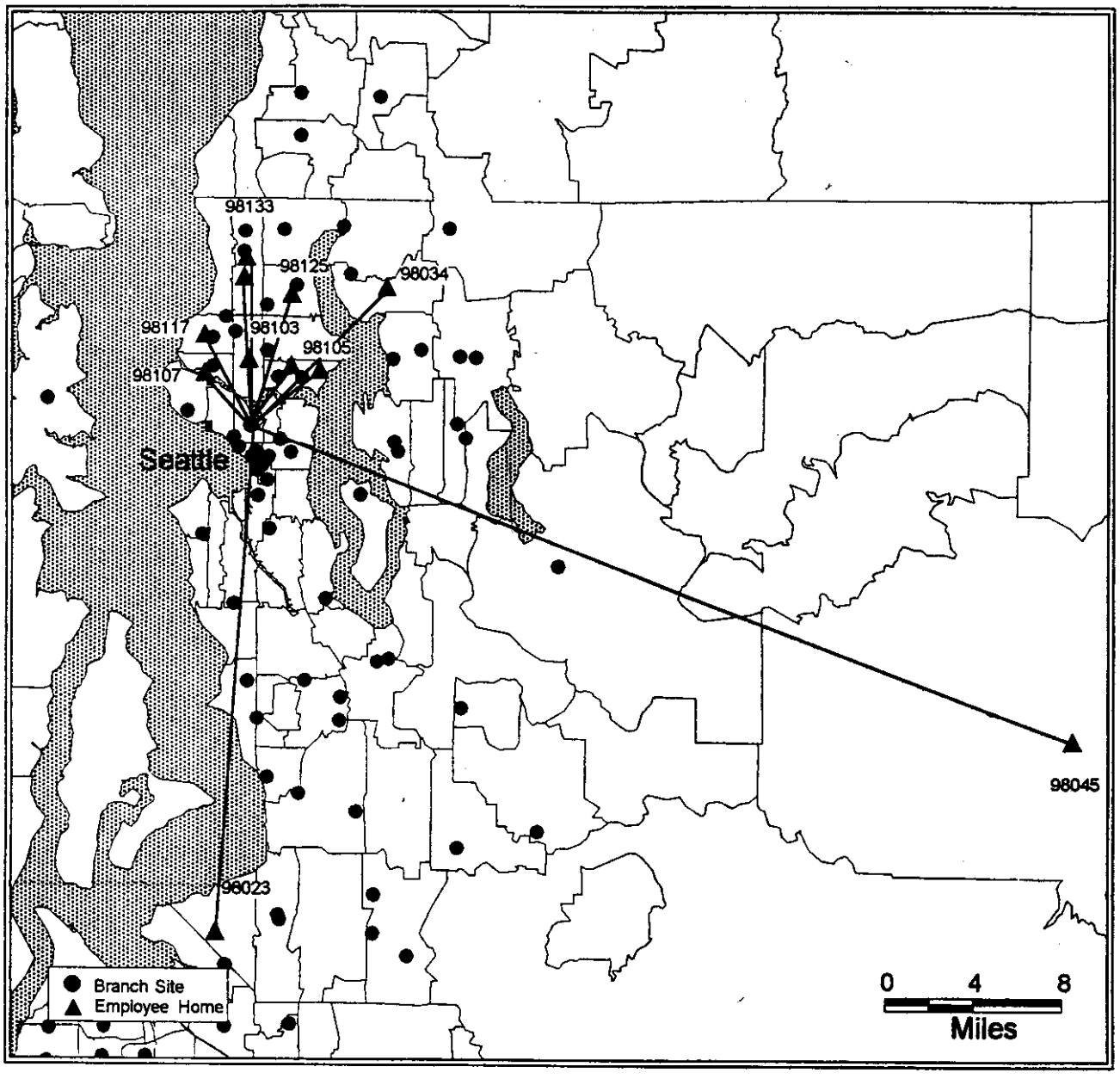
Key Bank of Washington
Normandy Park Branch
After Proximate Commuting



Longest Commute (miles)	12
Average Commute	5.1
Shortest Commute	1.0
Total Miles One Way	35.5
Employees	7

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

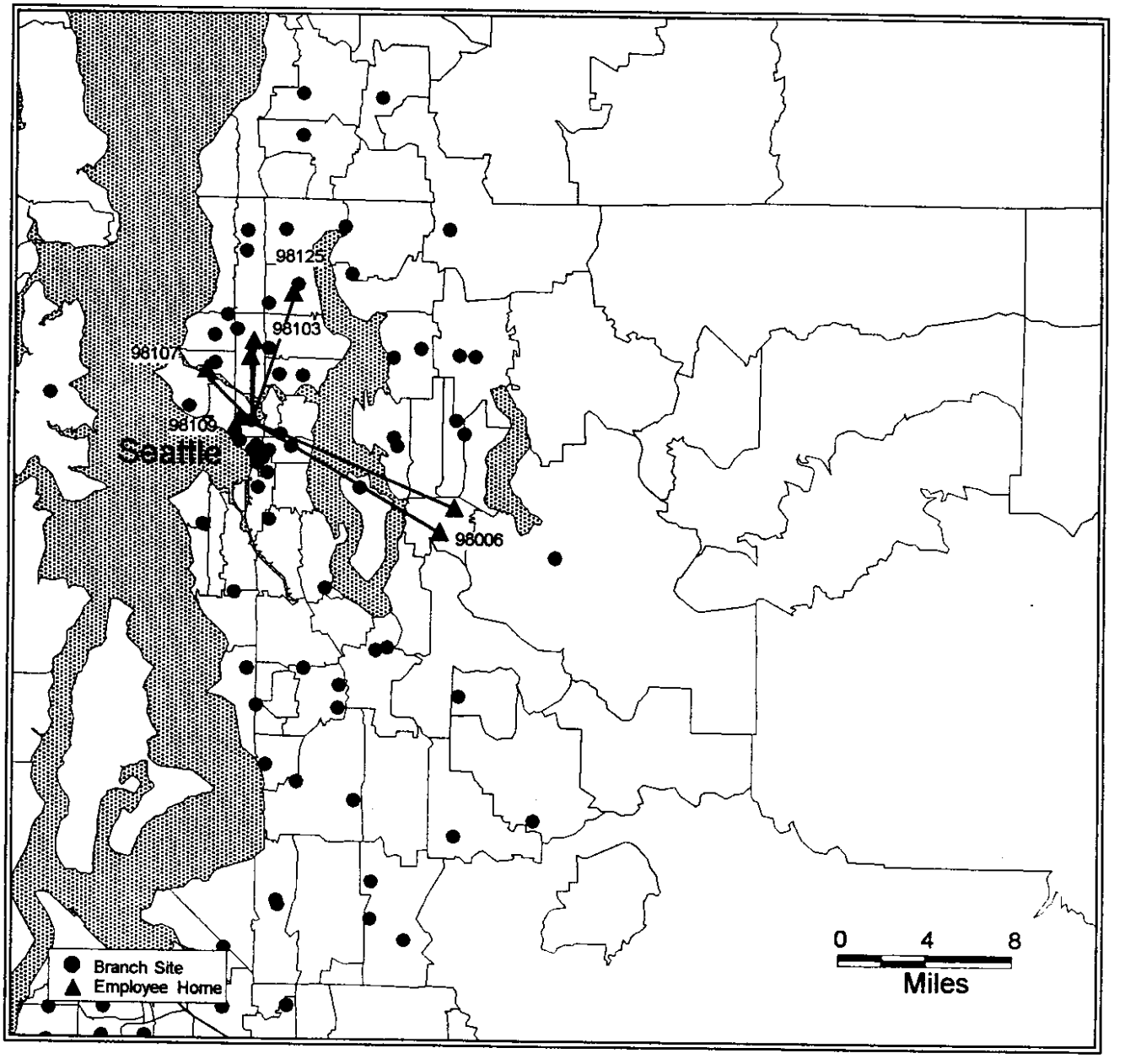
Key Bank of Washington
Lake Union Branch Before Proximate Commuting



Longest Commute (miles)	42
Average Commute	10.8
Shortest Commute	2.9
Total Miles One Way	118.4
Employees	11

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

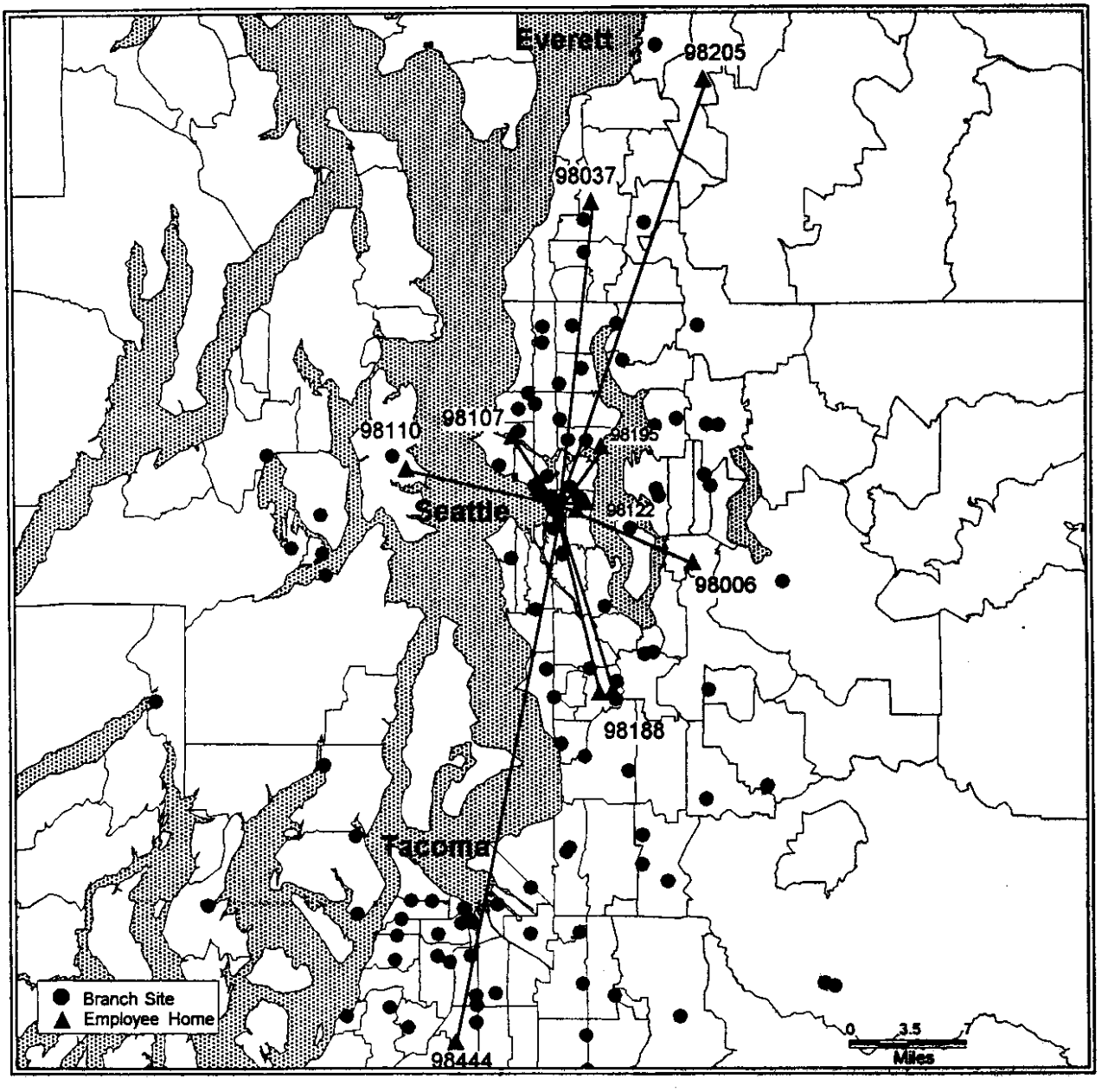
Key Bank of Washington
Lake Union Branch After Proximate Commuting



Longest Commute (miles)	11.9
Average Commute	5.7
Shortest Commute	0.7
Total Miles One Way	39.7
Employees	7

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

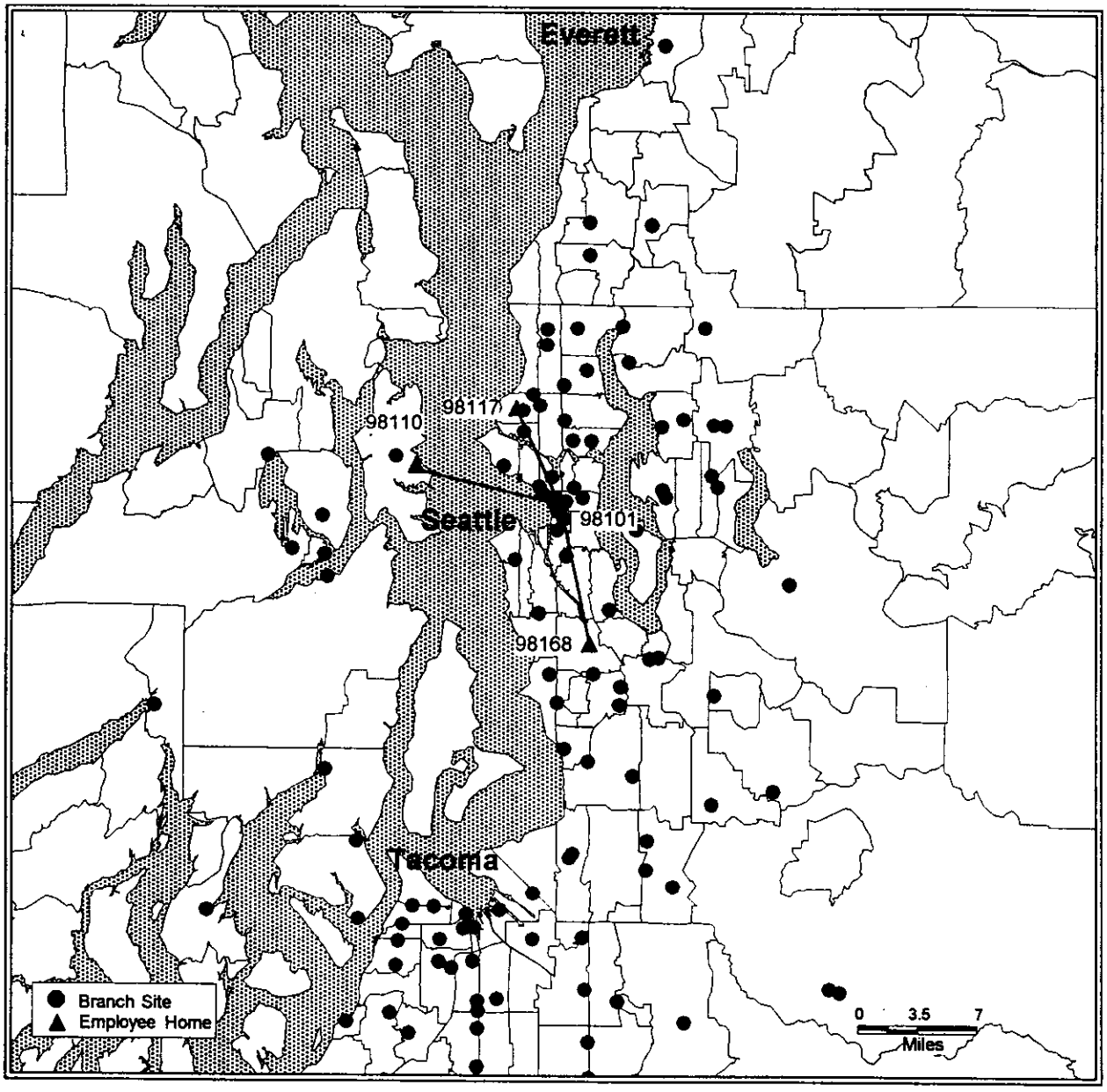
Key Bank of Washington
Second & Madison Branch
Before Proximate Commuting



Longest Commute (miles)	36.5
Average Commute	11.3
Shortest Commute	1.4
Total Miles One Way	124.8
Employees	11

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

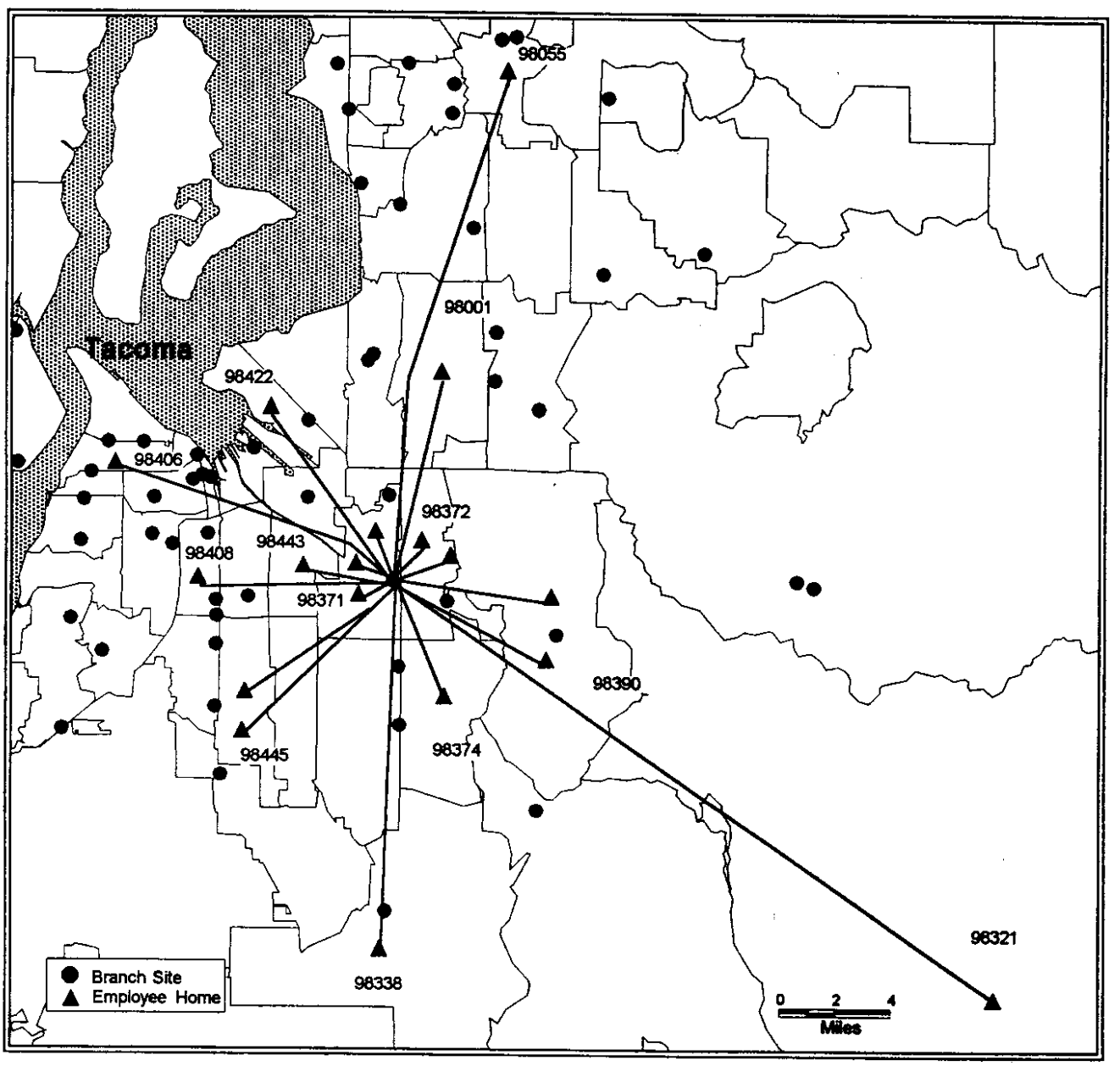
Key Bank of Washington
Second & Madison Branch
After Proximate Commuting



Longest Commute (miles)	10.7
Average Commute	6.4
Shortest Commute	0.5
Total Miles One Way	25.5
Employees	4

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

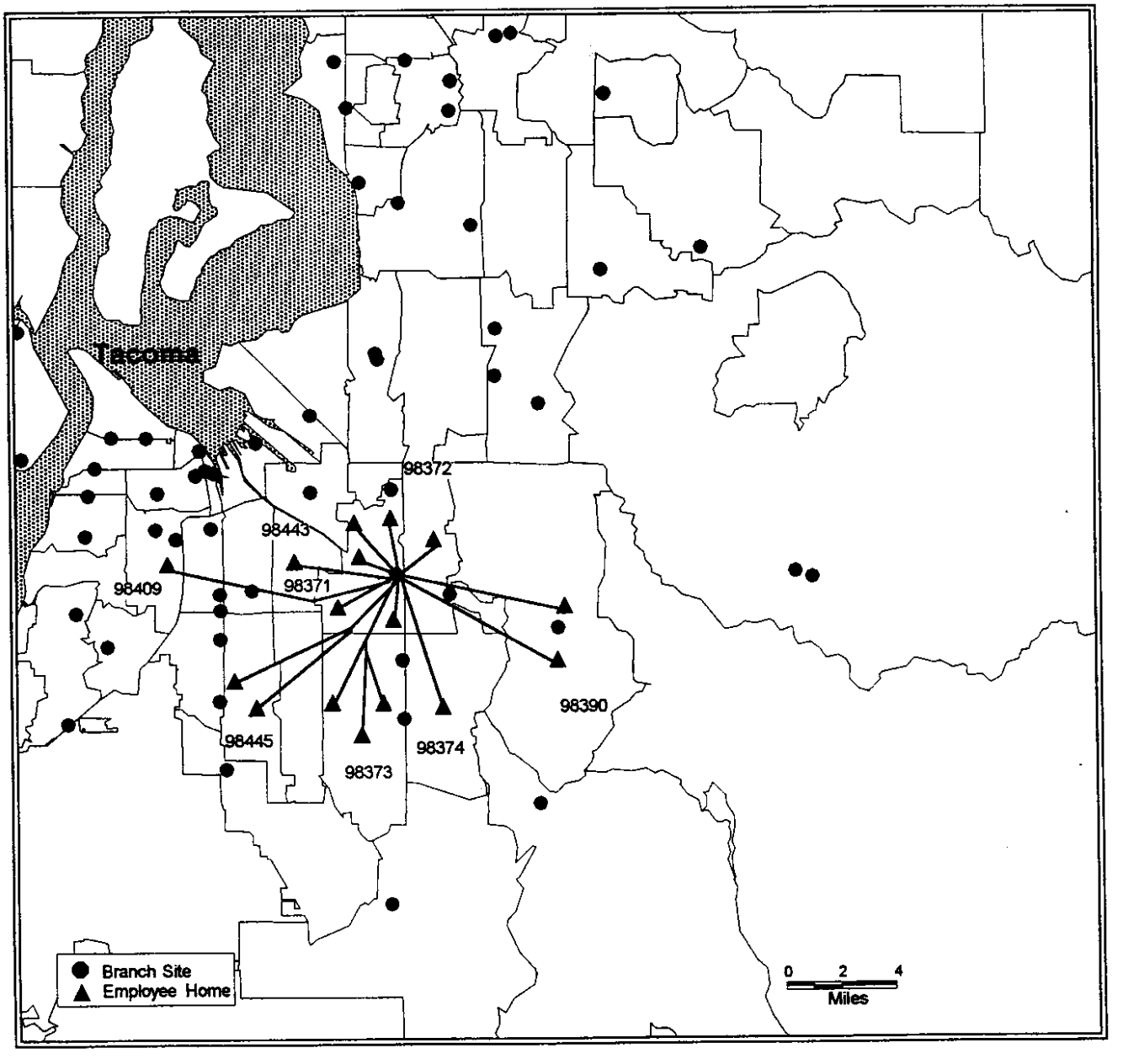
Key Bank of Washington
Puyallup Branch
Before Proximate Commuting



Longest Commute (miles)	26.1
Average Commute	7.3
Shortest Commute	1.4
Total Miles One Way	132.2
Employees	18

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

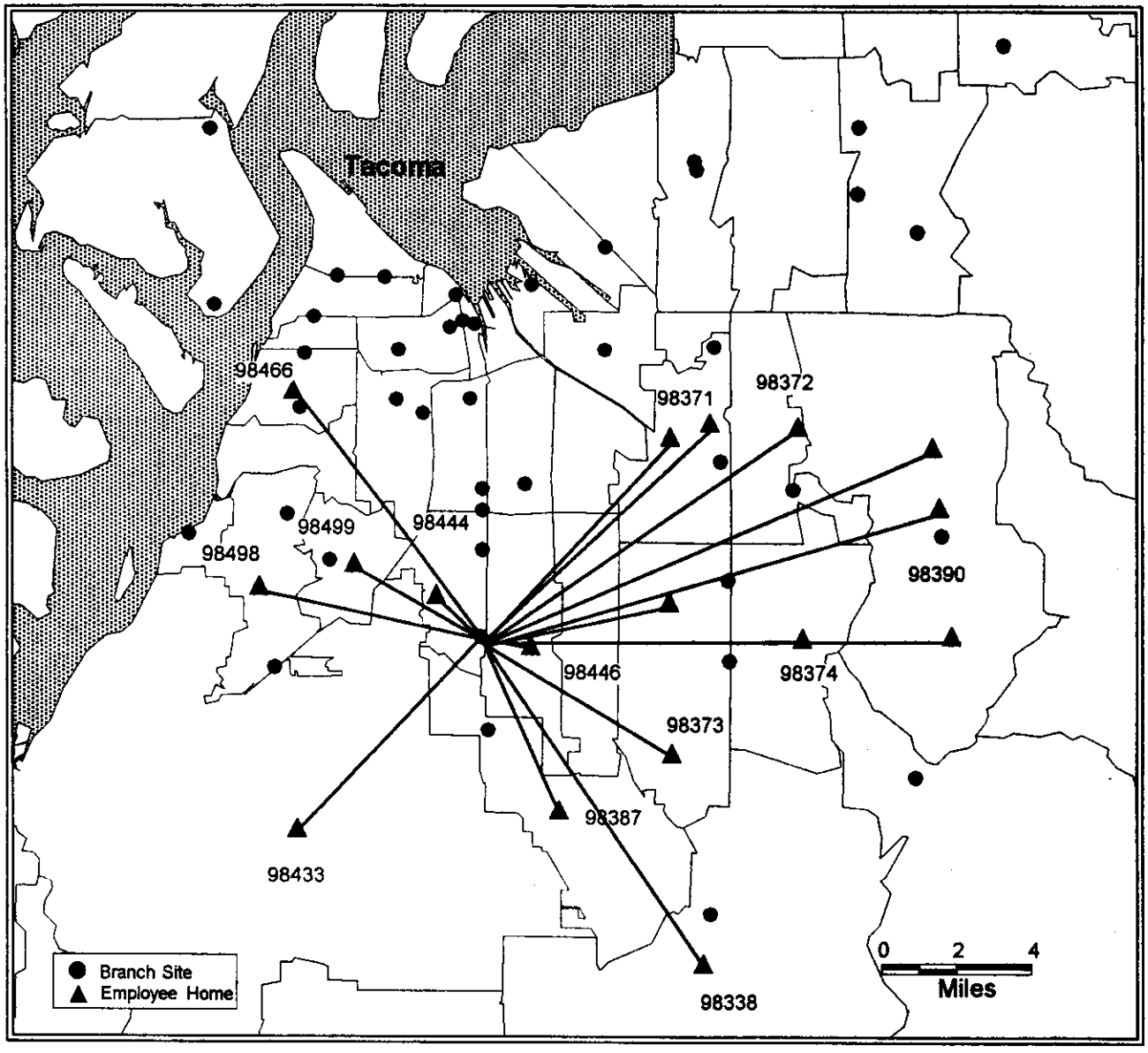
Key Bank of Washington
Puyallup Branch
After Proximate Commuting



Longest Commute (miles)	8.5
Average Commute	4.2
Shortest Commute	1.4
Total Miles One Way	67
Employees	16

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

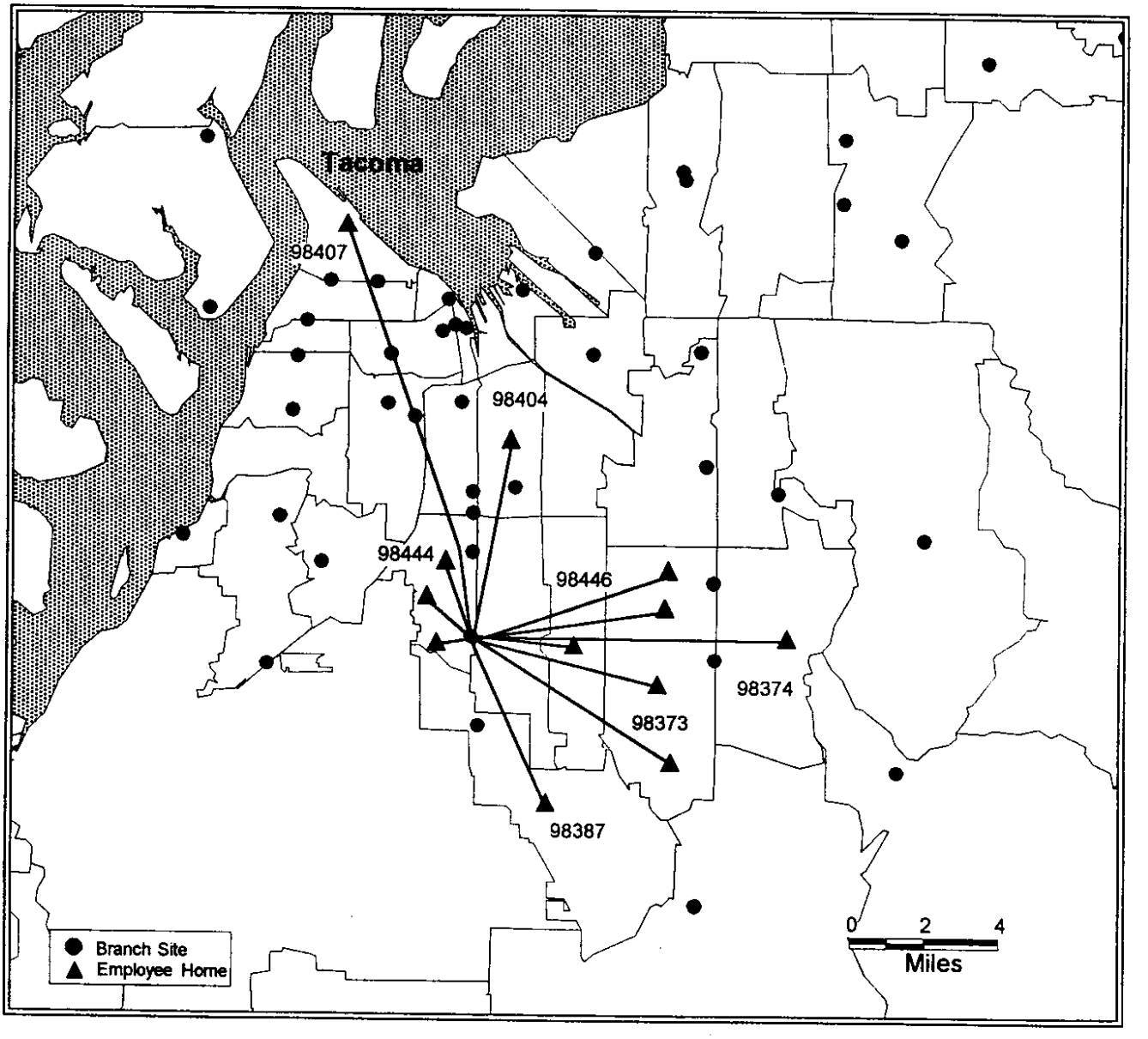
Key Bank of Washington
Parkland Branch
Before Proximate Commuting



Longest Commute (miles)	12.8
Average Commute	7.6
Shortest Commute	1.8
Total Miles One Way	128.9
Employees	17

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

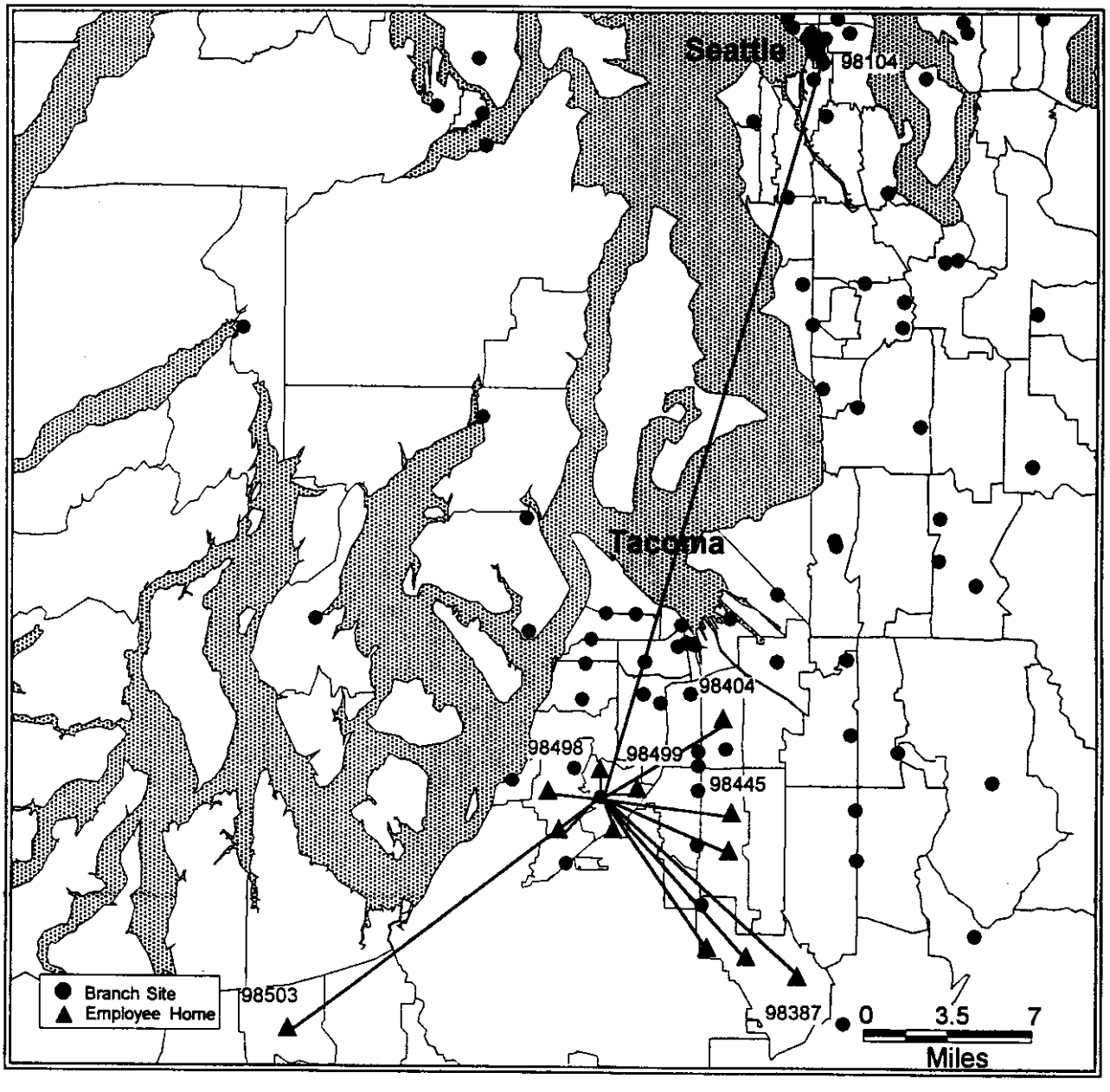
Key Bank of Washington
Parkland Branch
After Proximate Commuting



Longest Commute (miles)	11.5
Average Commute	4.9
Shortest Commute	1.8
Total Miles One Way	59.3
Employees	12

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

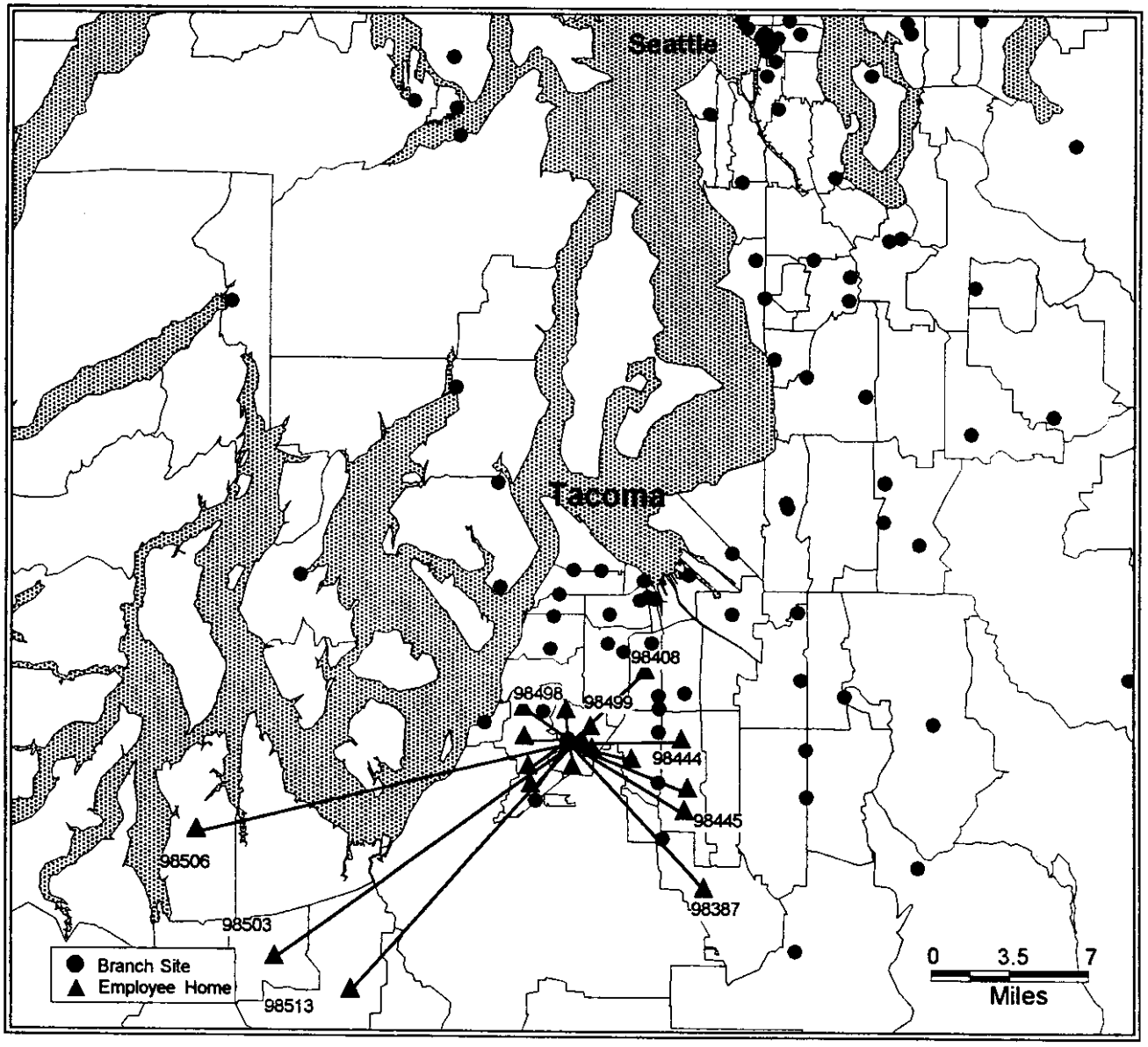
Key Bank of Washington
Lakewood Branch Before Proximate Commuting



Longest Commute (miles)	35
Average Commute	7.7
Shortest Commute	1.2
Total Miles One Way	100.6
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

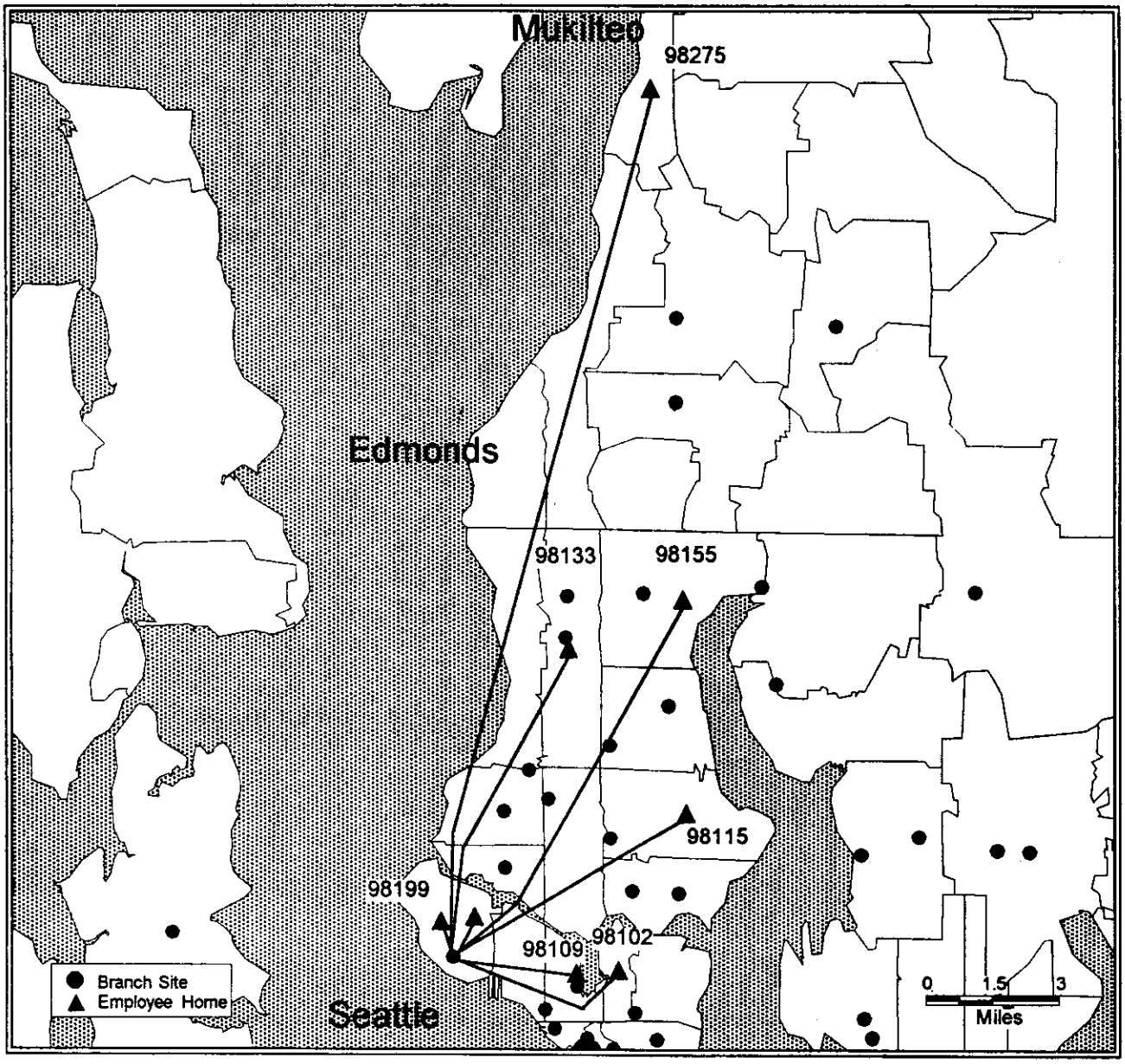
Key Bank of Washington
Lakewood Branch After Proximate Commuting



Longest Commute (miles)	18.2
Average Commute	5.3
Shortest Commute	1.2
Total Miles One Way	95.8
Employees	18

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Key Bank of Washington
Magnolia Branch Before Proximate Commuting



Longest Commute (miles)	20
Average Commute	6.5
Shortest Commute	1.5
Total Miles One Way	51.8
Employees	8

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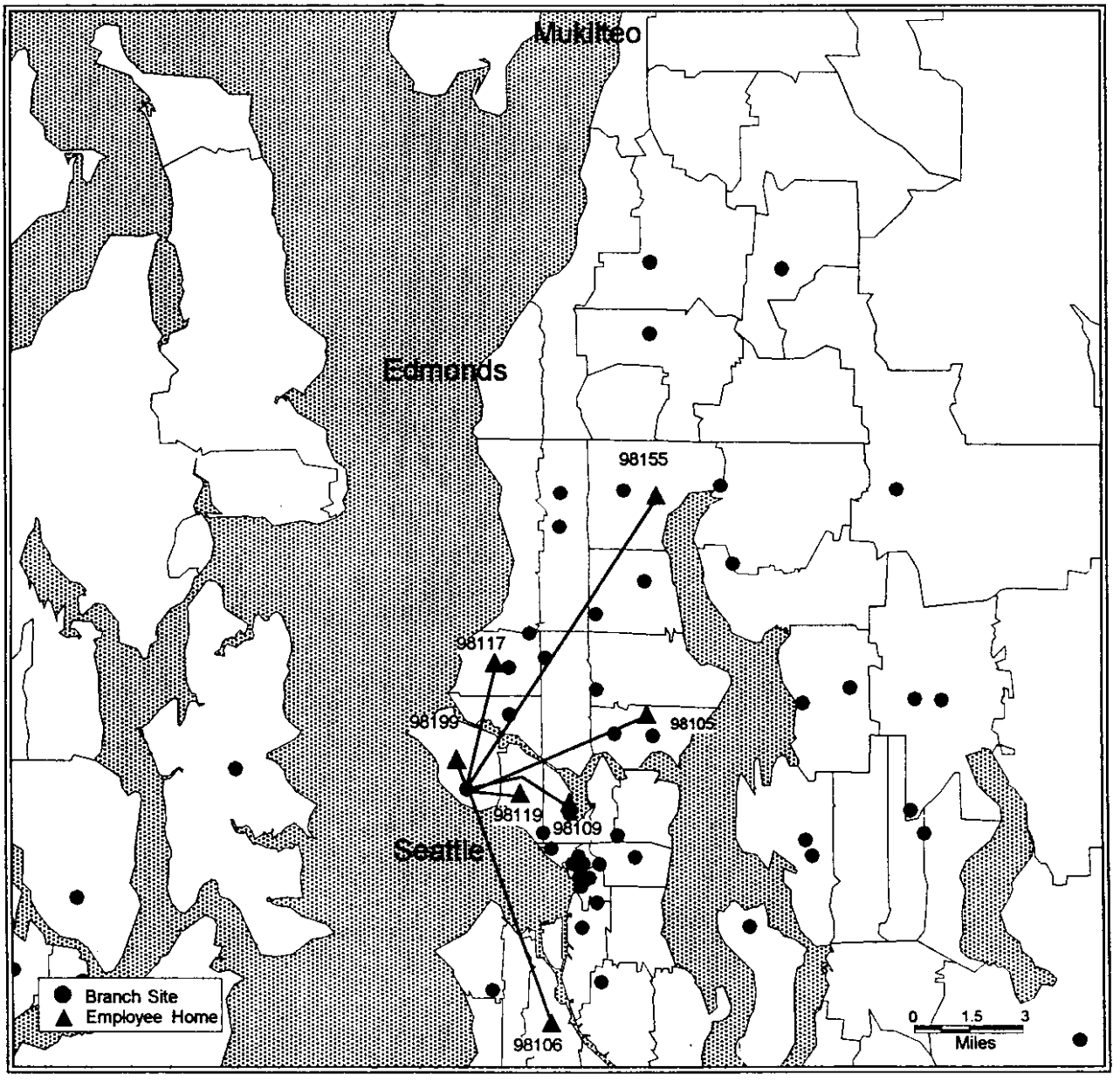
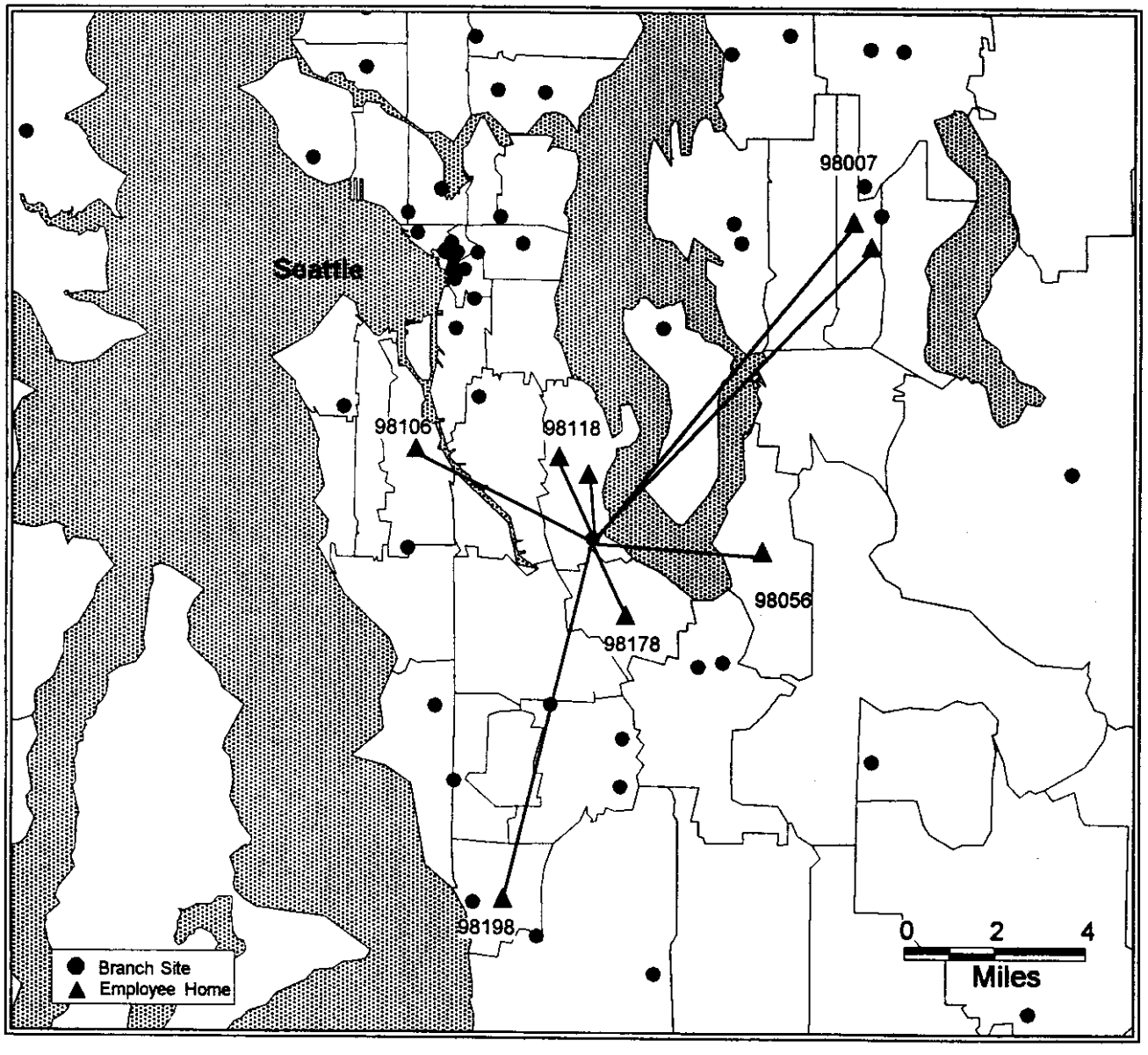
Key Bank of Washington
Magnolia Branch After Proximate Commuting



Longest Commute (miles)	9.4
Average Commute	4.5
Shortest Commute	1.1
Total Miles One Way	31.5
Employees	7

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

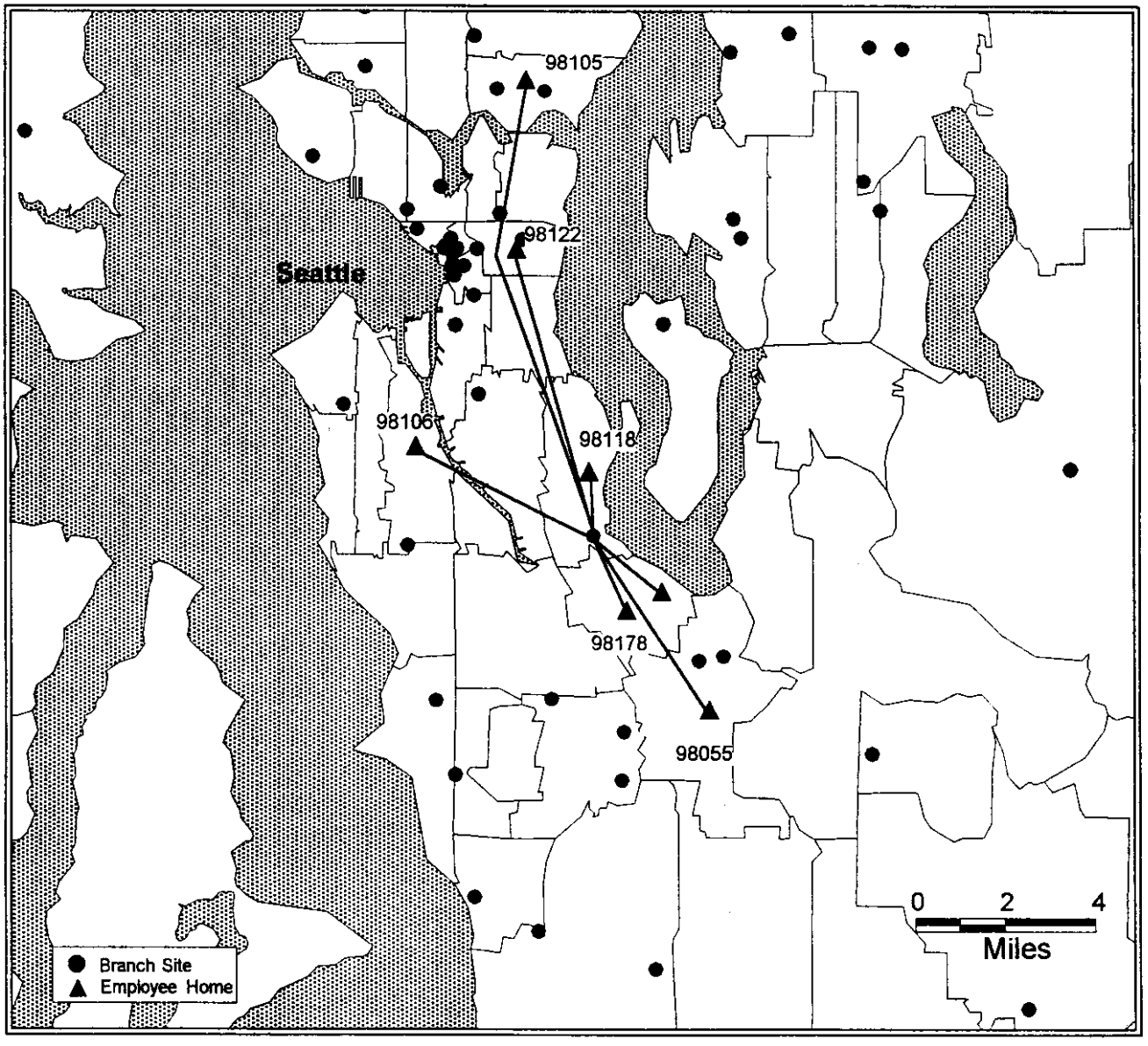
Key Bank of Washington
Rainier Beach Branch
Before Proximate Commuting



Longest Commute (miles)	14.5
Average Commute	6.5
Shortest Commute	1.7
Total Miles One Way	52
Employees	8

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

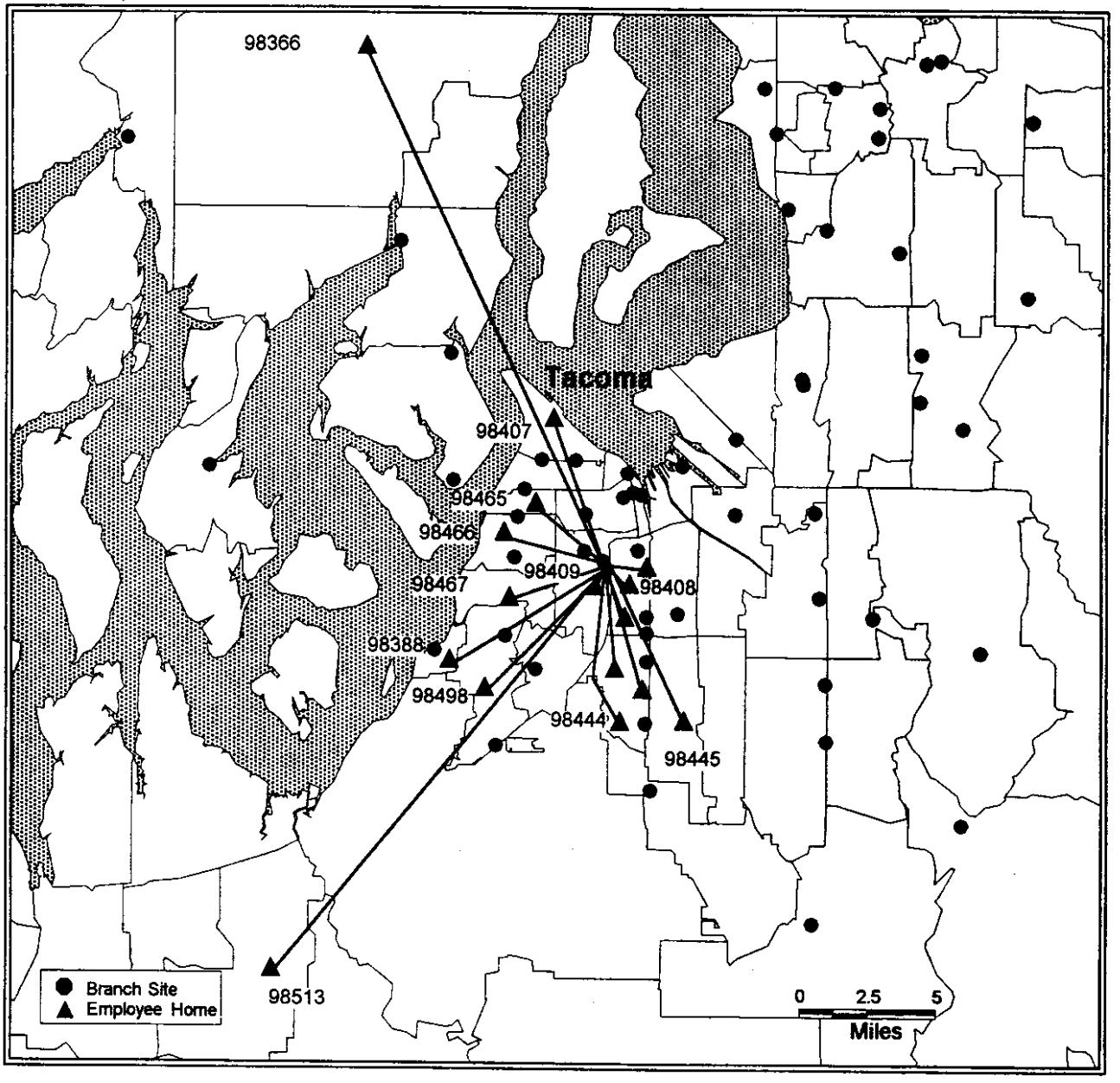
Key Bank of Washington
Rainier Beach Branch
After Proximate Commuting



Longest Commute (miles)	10.1
Average Commute	4.5
Shortest Commute	1.7
Total Miles One Way	31.2
Employees	7

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

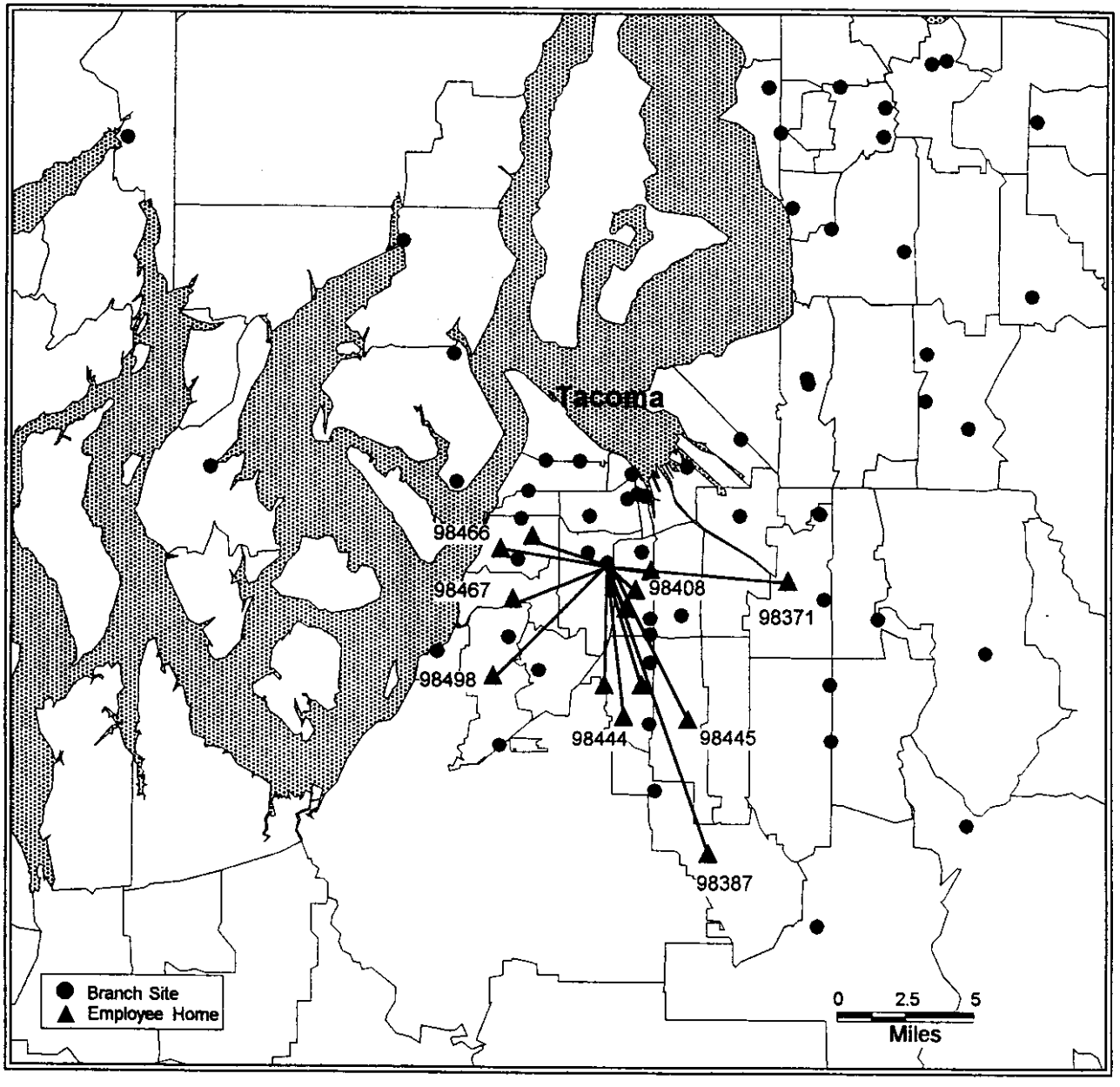
Key Bank of Washington
Tacoma Mall Branch
Before Proximate Commuting



Longest Commute (miles)	21.7
Average Commute	6.0
Shortest Commute	1.5
Total Miles One Way	96.4
Employees	16

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Key Bank of Washington
Tacoma Mall Branch
After Proximate Commuting



Longest Commute (miles)	11.1
Average Commute	4.6
Shortest Commute	1.5
Total Miles One Way	59.9
Employees	13

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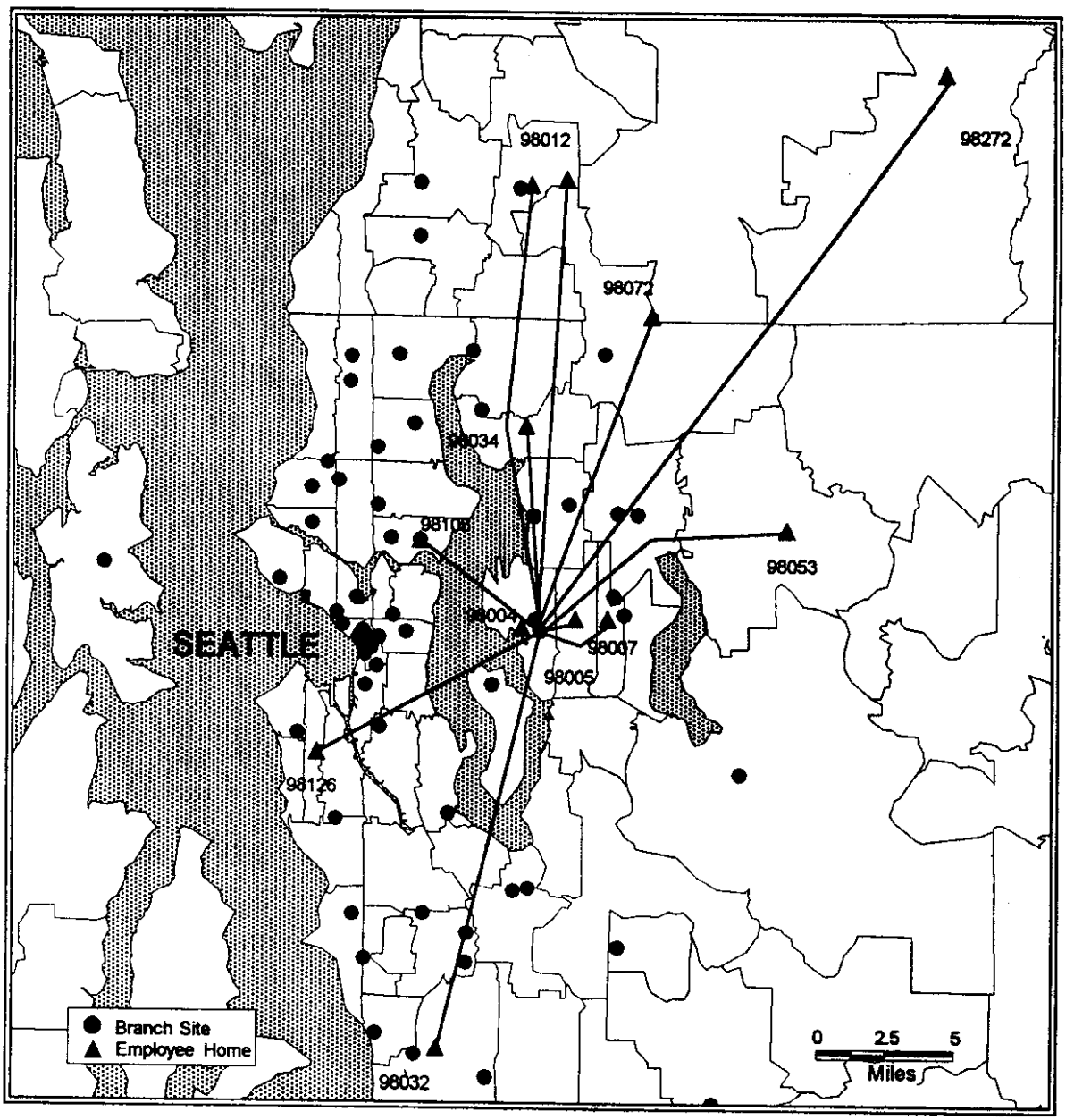
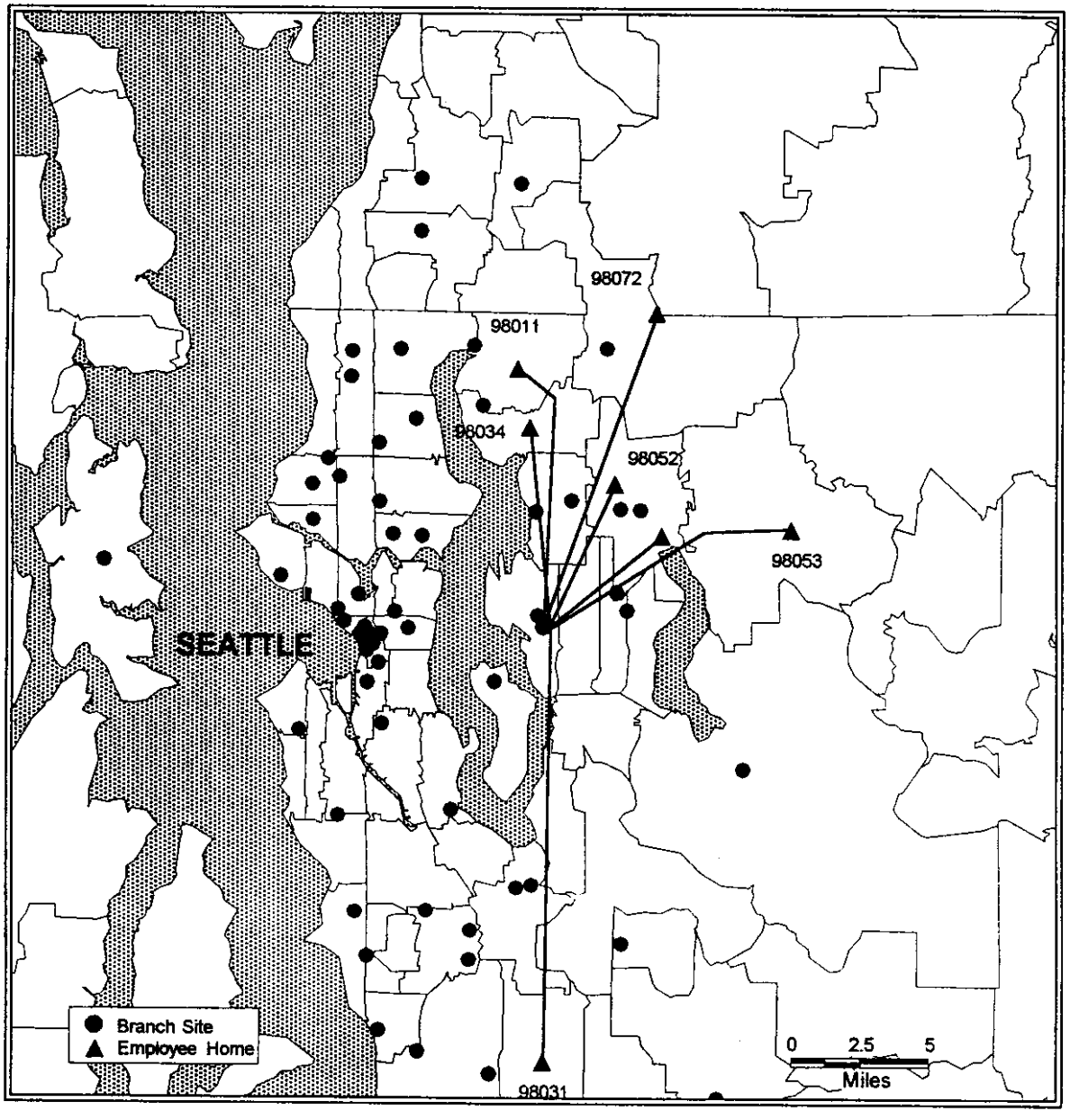
Key Bank of Washington
Bellevue Branch Before Proximate Commuting



Longest Commute	24.4
Average Commute	11.2
Shortest Commute	1.5
Total Miles One Way	123
Employees	11

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Key Bank of Washington
Bellevue Branch After Proximate Commuting



Longest Commute	15.8
Average Commute	9.3
Shortest Commute	7.0
Total Miles One Way	65.2
Employees	7

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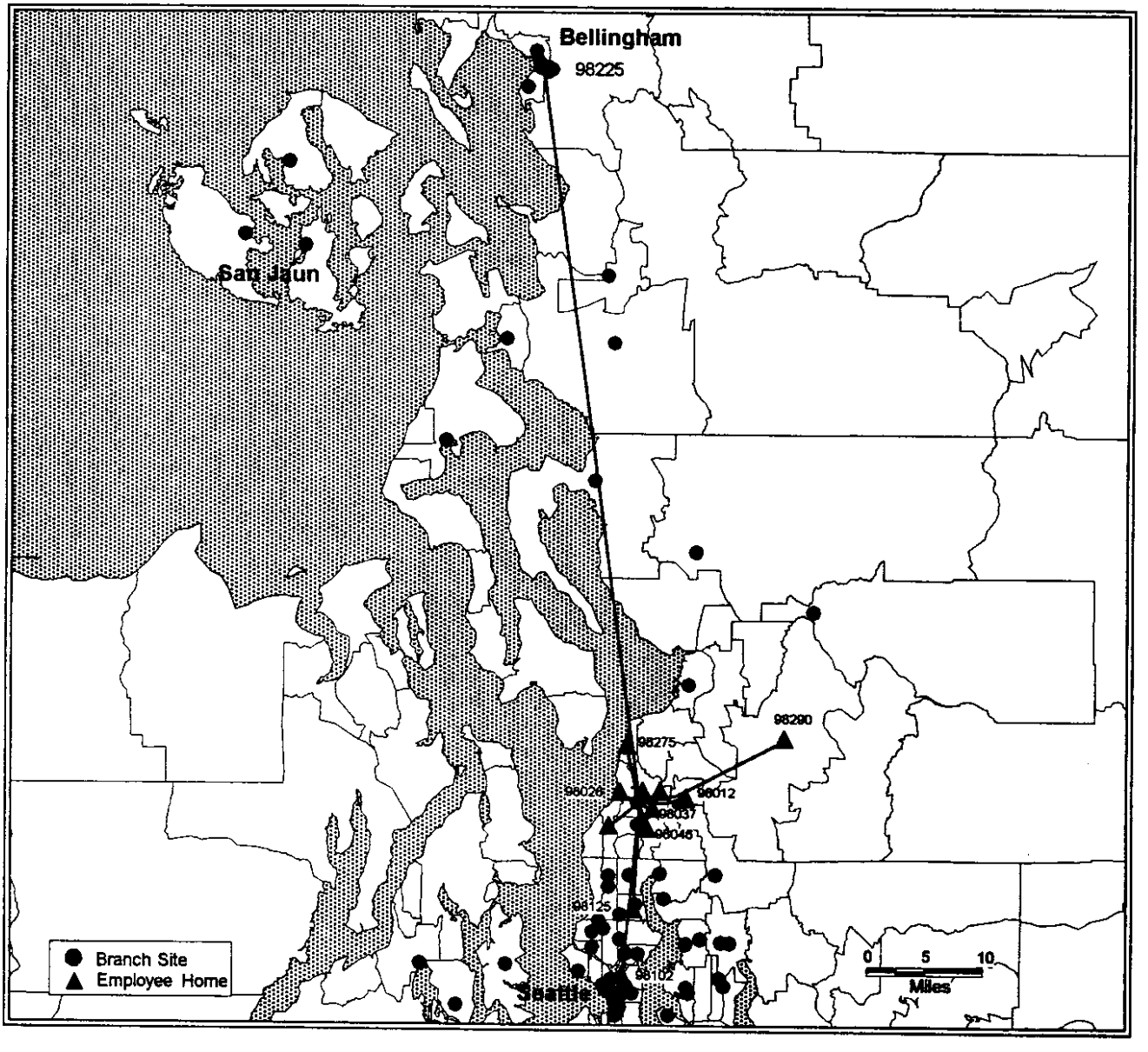
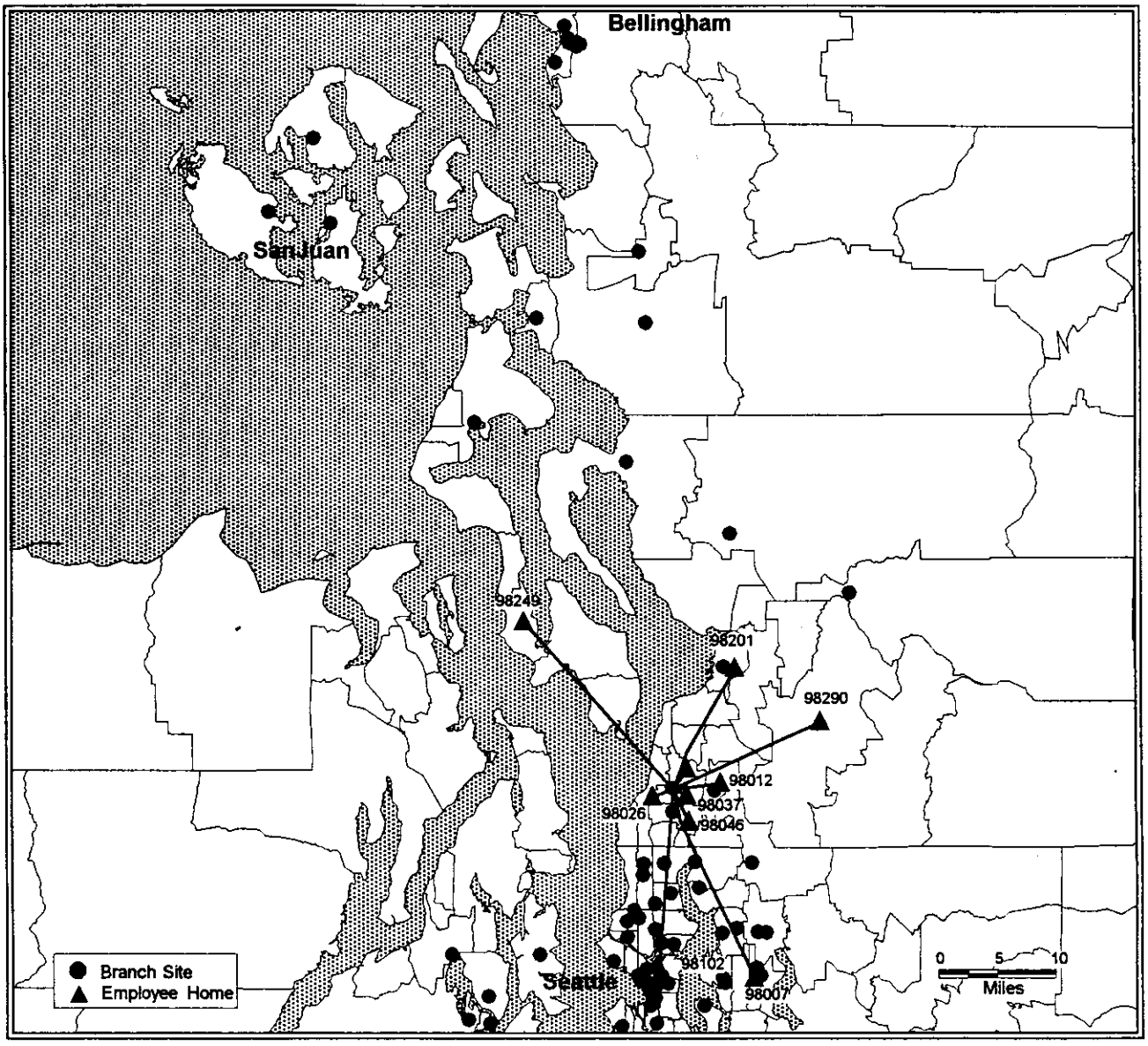
Key Bank of Washington
Lynnwood North Branch
Before Proximate Commuting



Longest Commute (miles)	68.0
Average Commute	10.7
Shortest Commute	1.7
Total Miles One Way	128.3
Employees	12

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

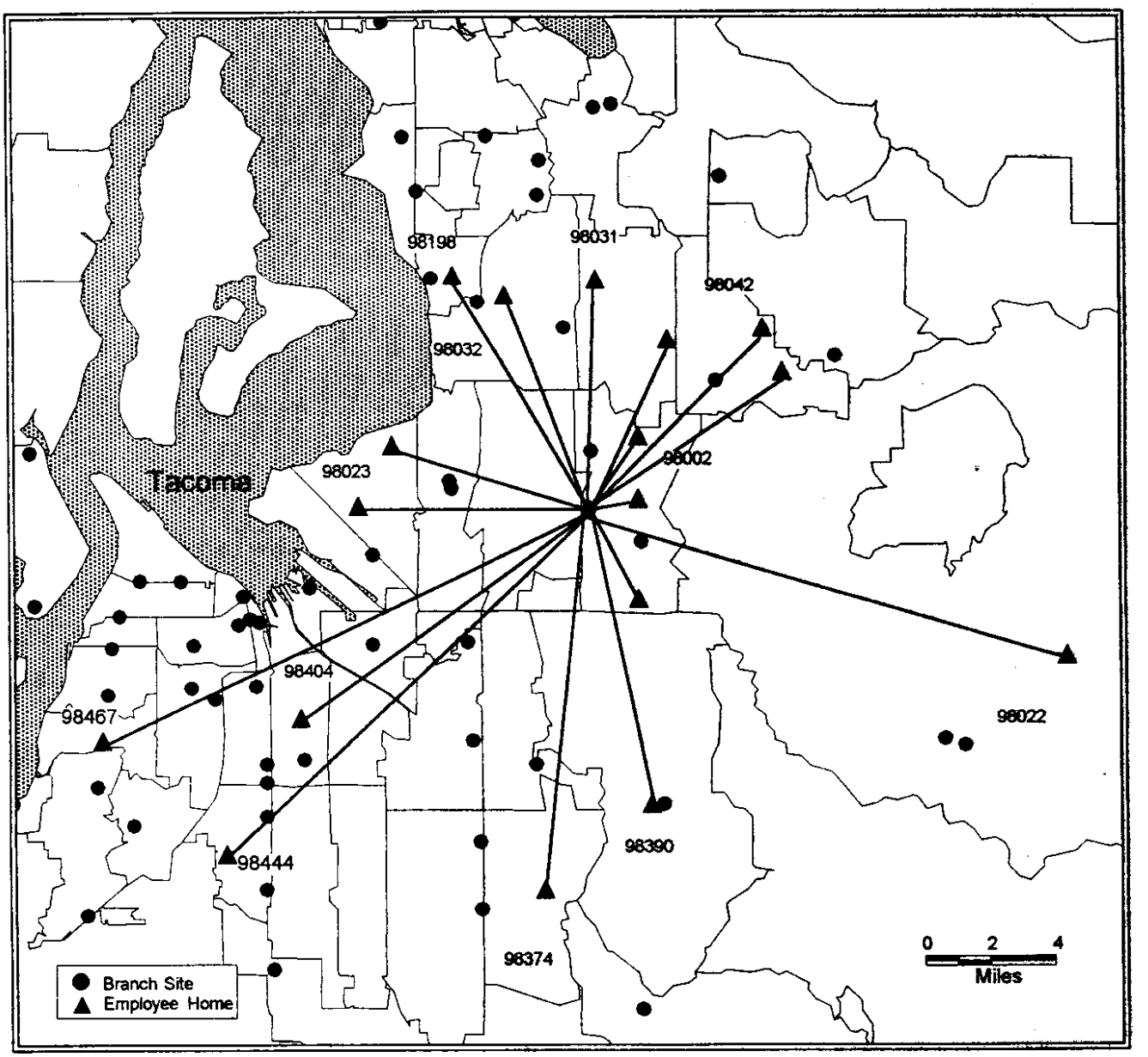
Key Bank of Washington
Lynnwood North Branch
After Proximate Commuting



Longest Commute (miles)	20.5
Average Commute	9.0
Shortest Commute	1.7
Total Miles One Way	90.7
Employees	10

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

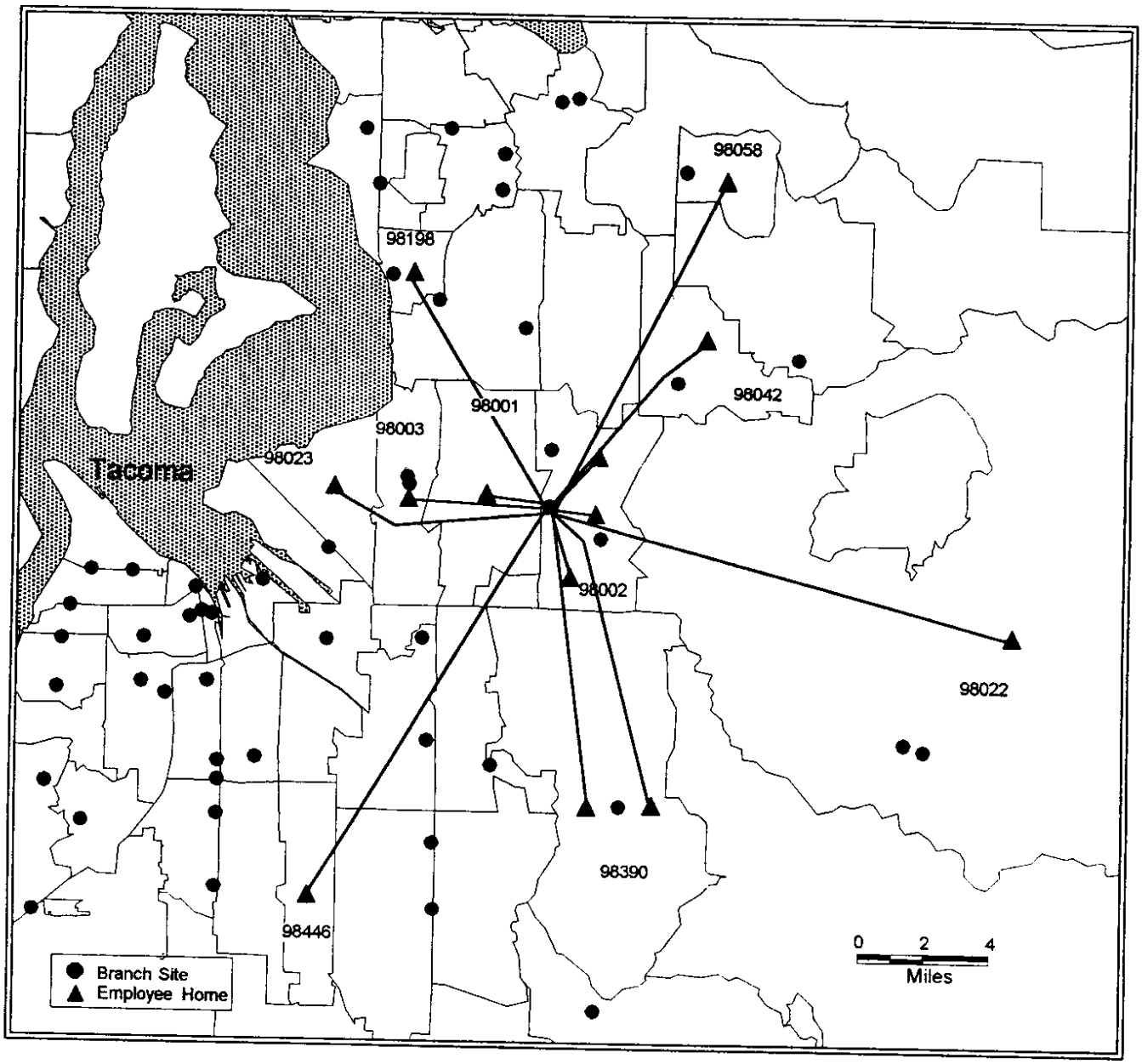
Key Bank of Washington
Auburn Branch Before Proximate Commuting



Longest Commute (miles)	16.6
Average Commute	8.3
Shortest Commute	2.2
Total Miles One Way	141
Employees	17

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

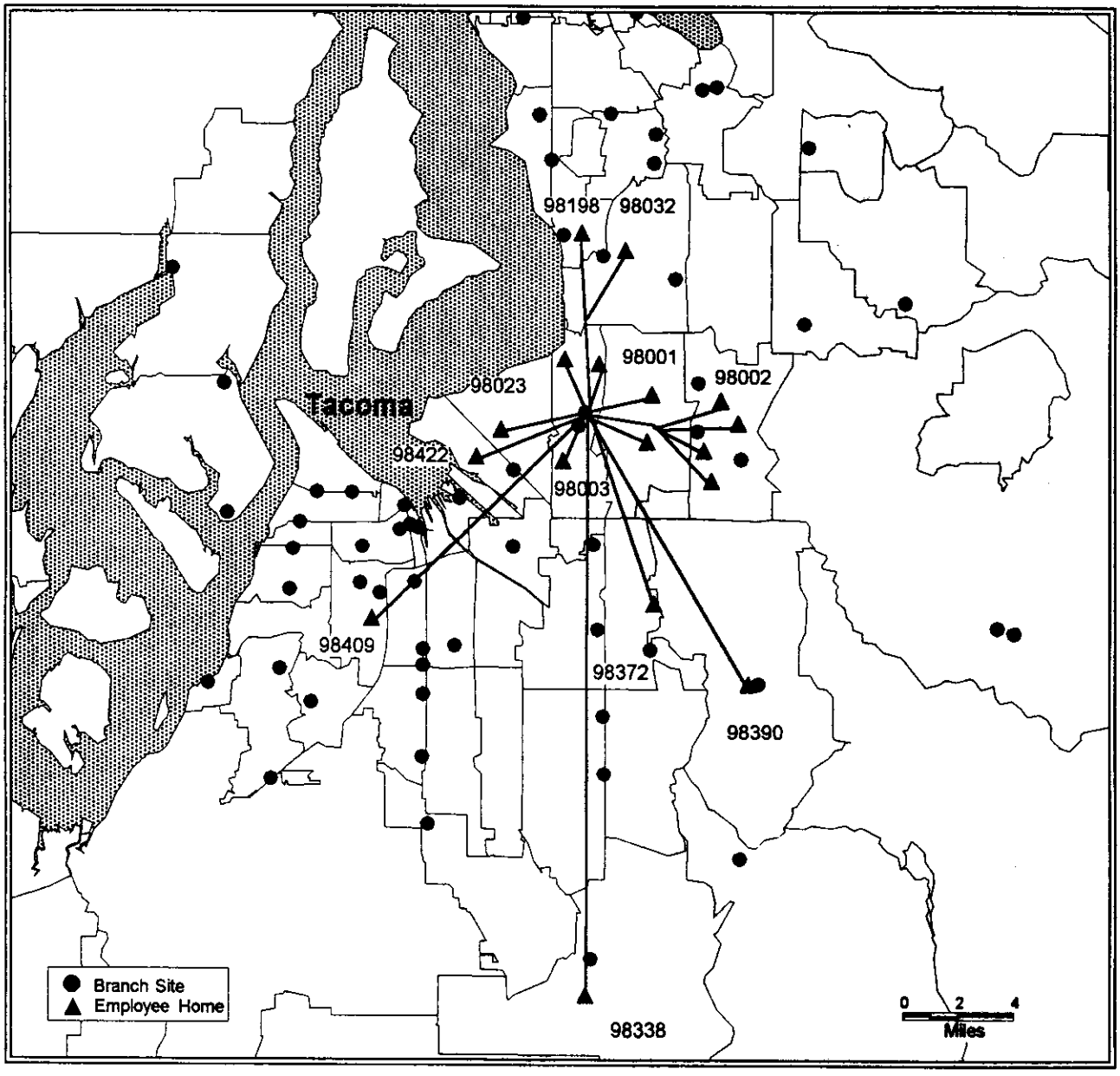
Key Bank of Washington
Auburn Branch After Proximate Commuting



Longest Commute (miles)	15.2
Average Commute	7.1
Shortest Commute	2.2
Total Miles One Way	93.5
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

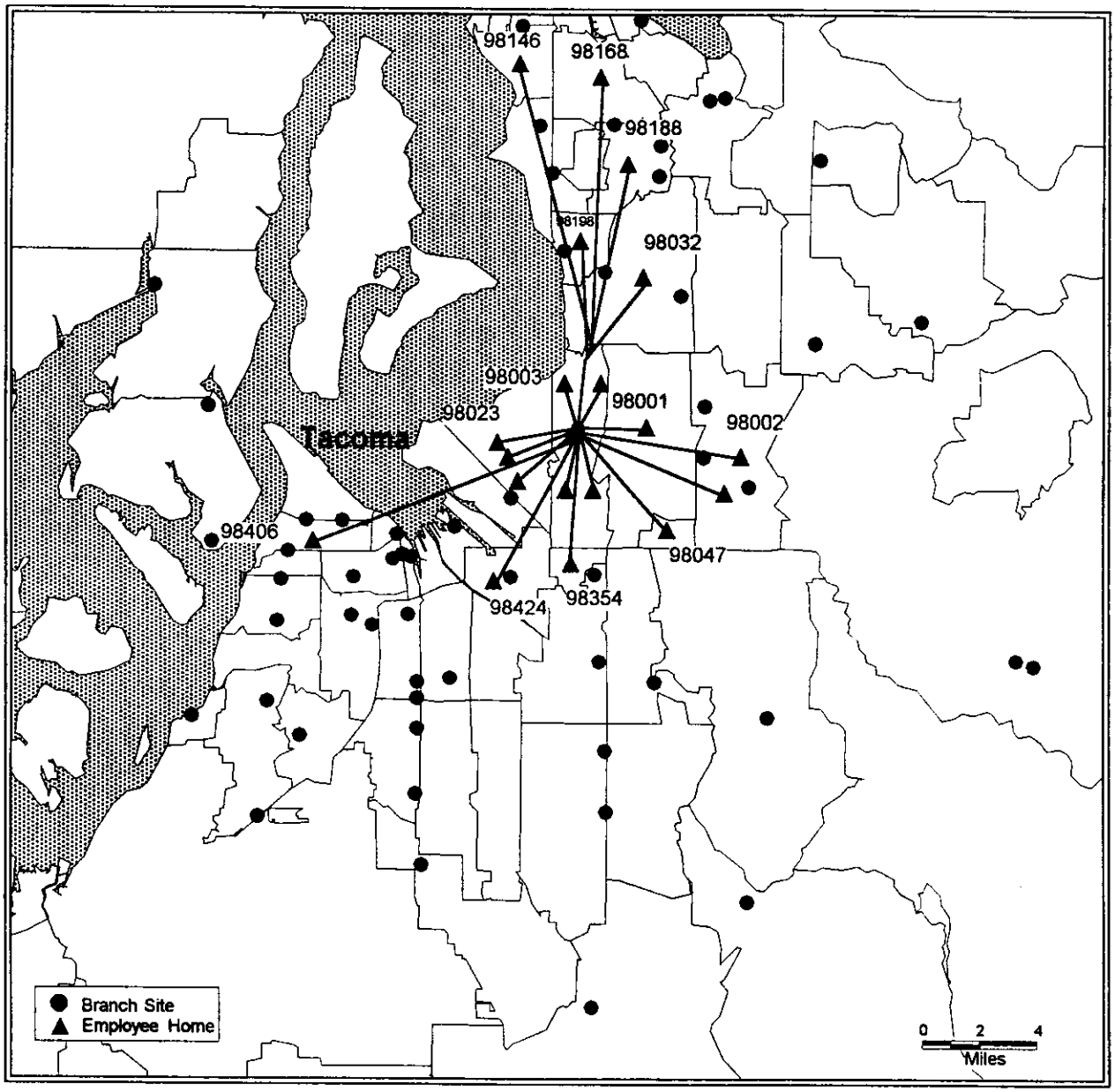
Key Bank of Washington
Seatac Mall Branch
Before Proximate Commuting



Longest Commute (miles)	21.3
Average Commute	6.0
Shortest Commute	2.0
Total Miles One Way	102.6
Employees	17

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Key Bank of Washington
Seatac Mall Branch
After Proximate Commuting



Longest Commute (miles)	12.4
Average Commute	5.2
Shortest Commute	2.0
Total Miles One Way	99.7
Employees	19

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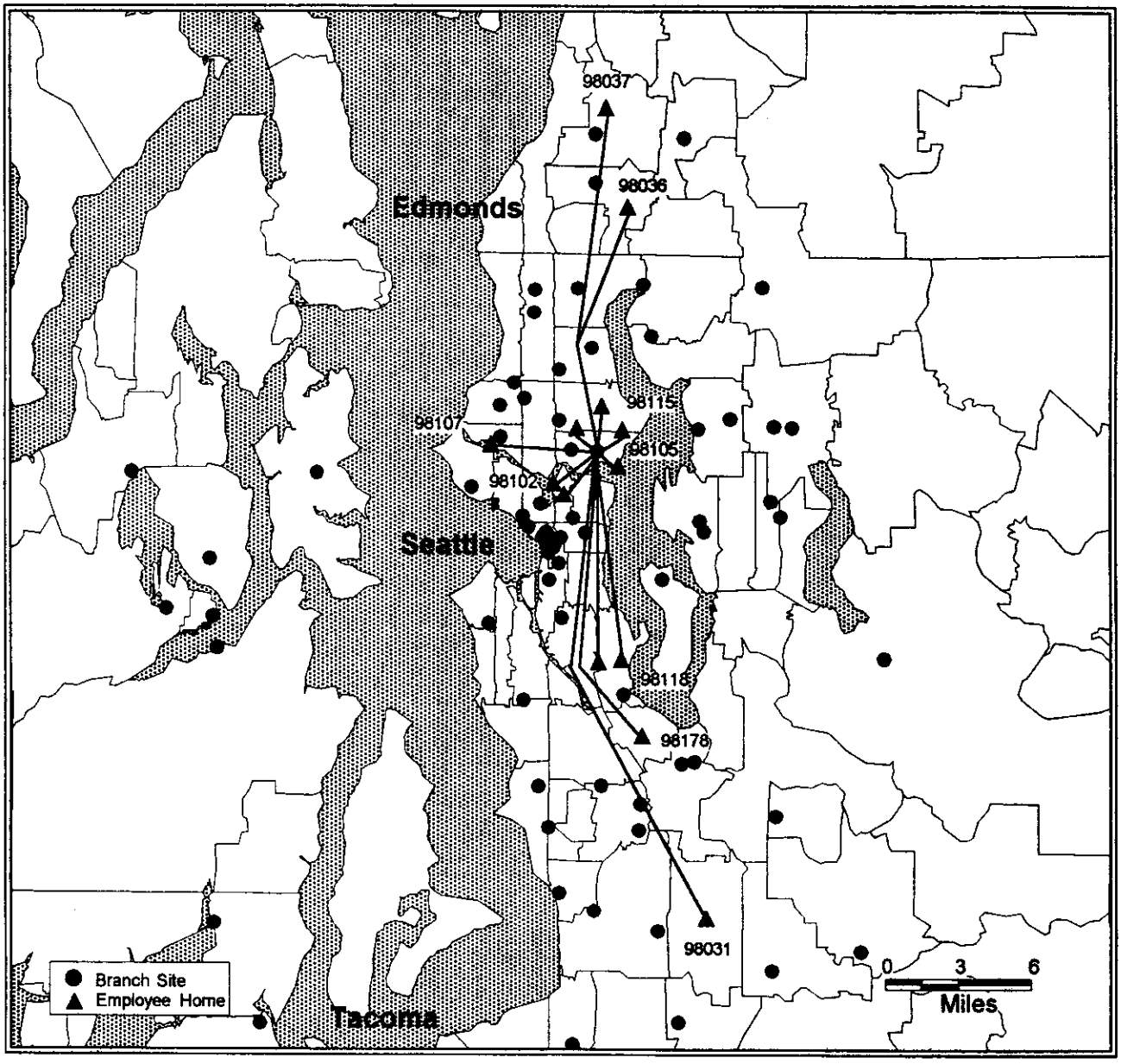
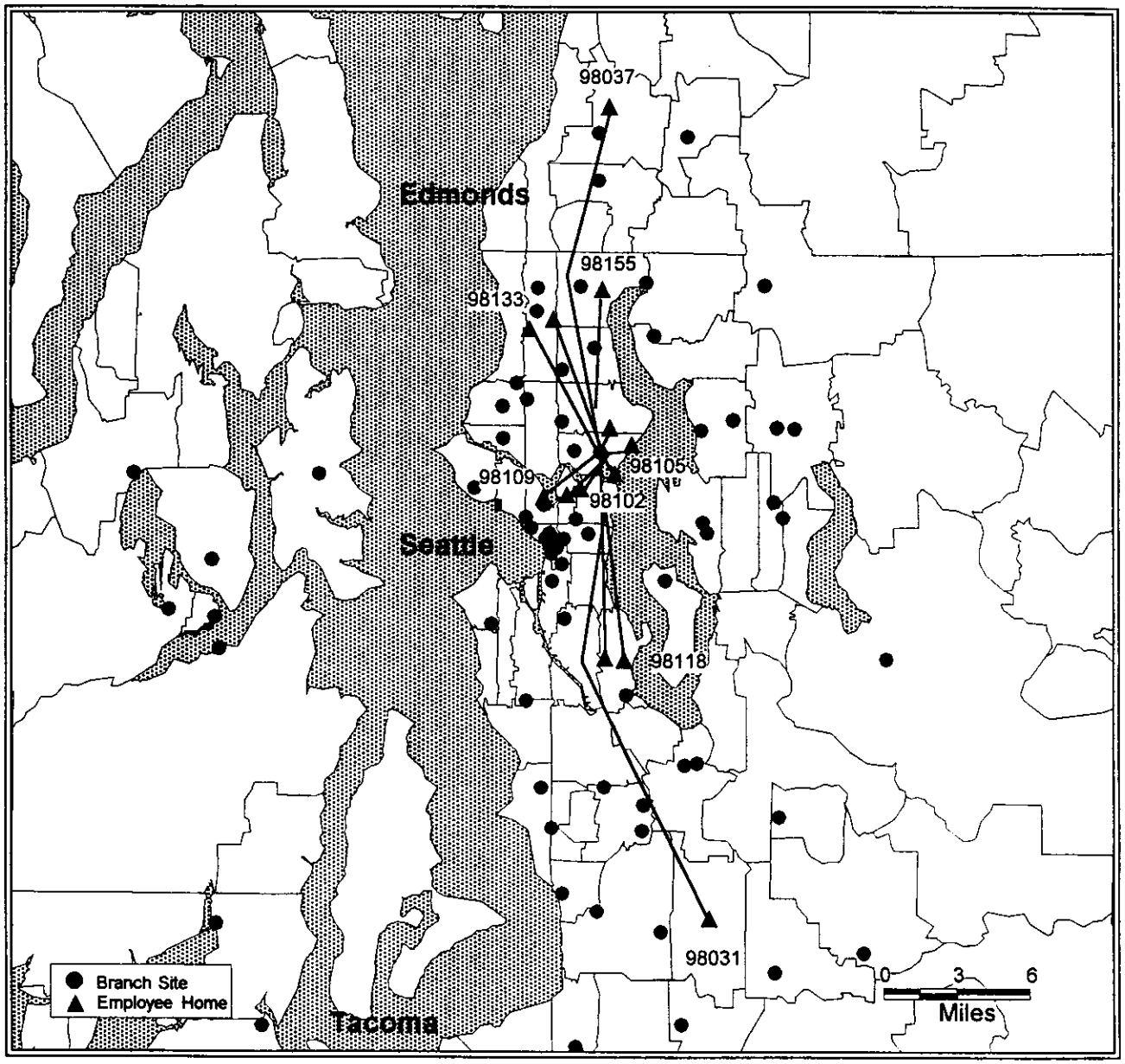
Key Bank of Washington
University Village Branch
Before Proximate Commuting



Longest Commute (miles)	19.6
Average Commute	6.6
Shortest Commute	0.7
Total Miles One Way	86.1
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Key Bank of Washington
University Village Branch
After Proximate Commuting



Longest Commute (miles)	19.6
Average Commute	6.0
Shortest Commute	0.7
Total Miles One Way	78.5
Employees	13

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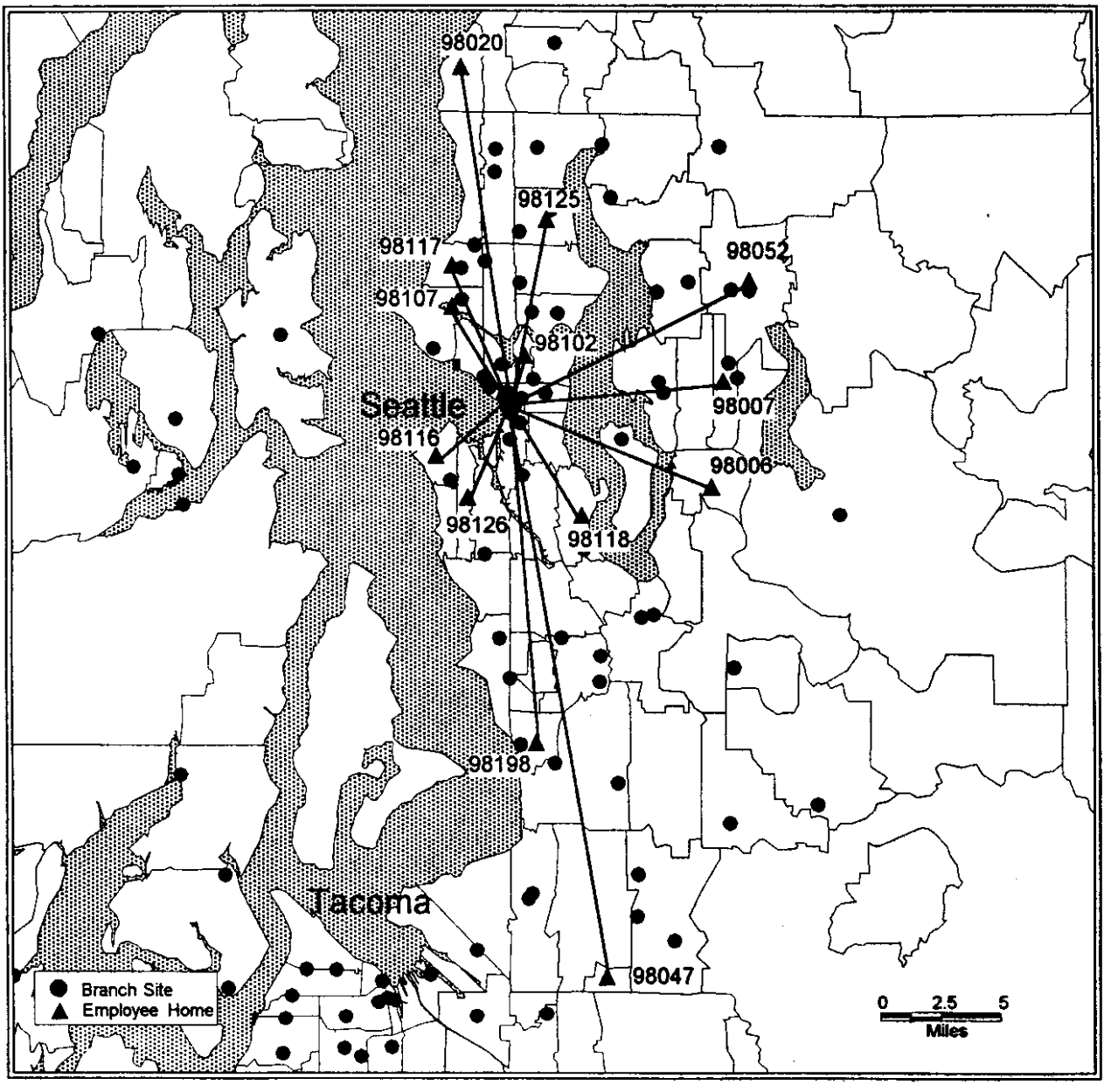
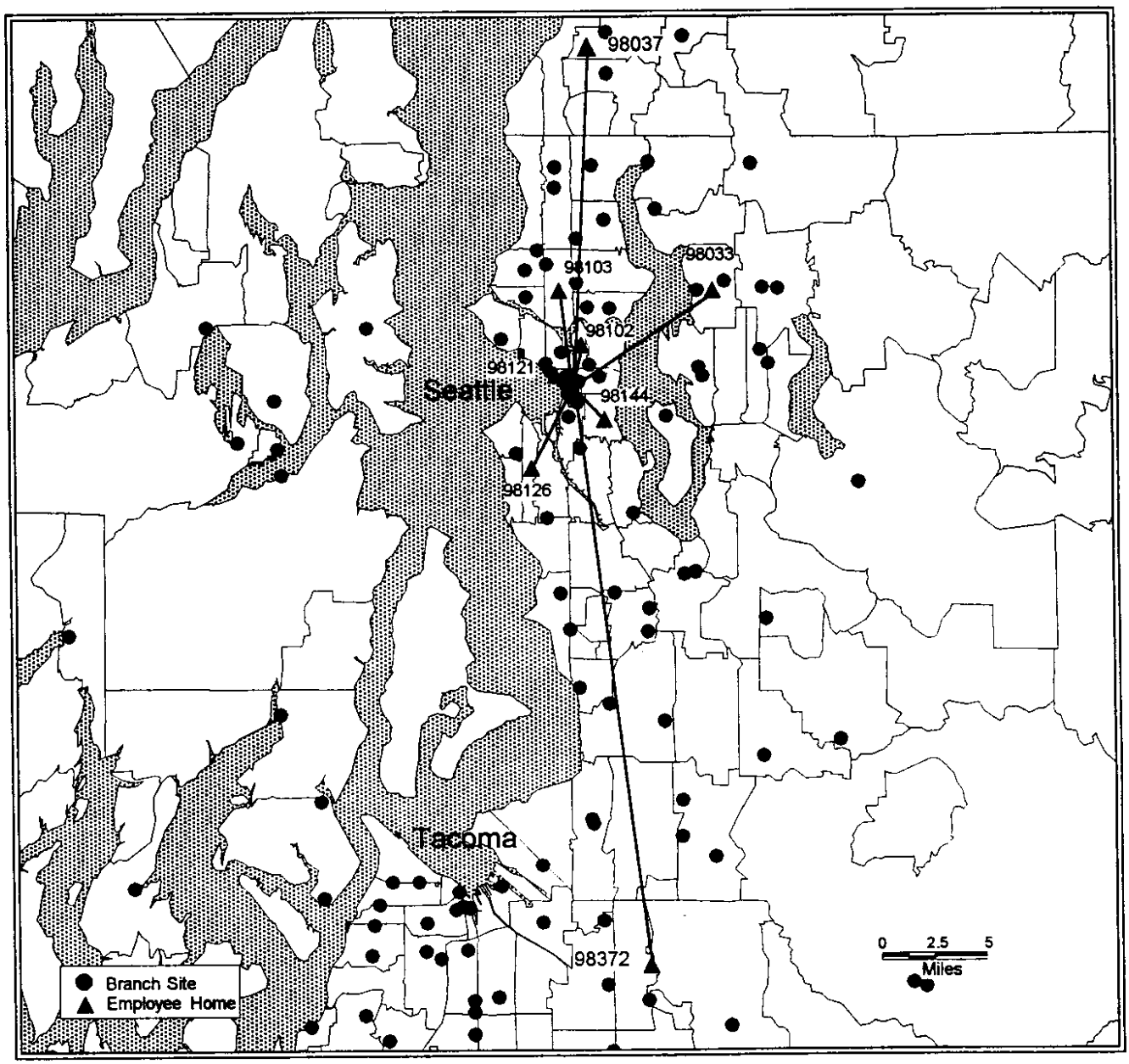
Key Bank of Washington
Fourth & Union Branch
Before Proximate Commuting



Longest Commute (miles)	23.8
Average Commute	9.2
Shortest Commute	2.2
Total Miles One Way	119.7
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

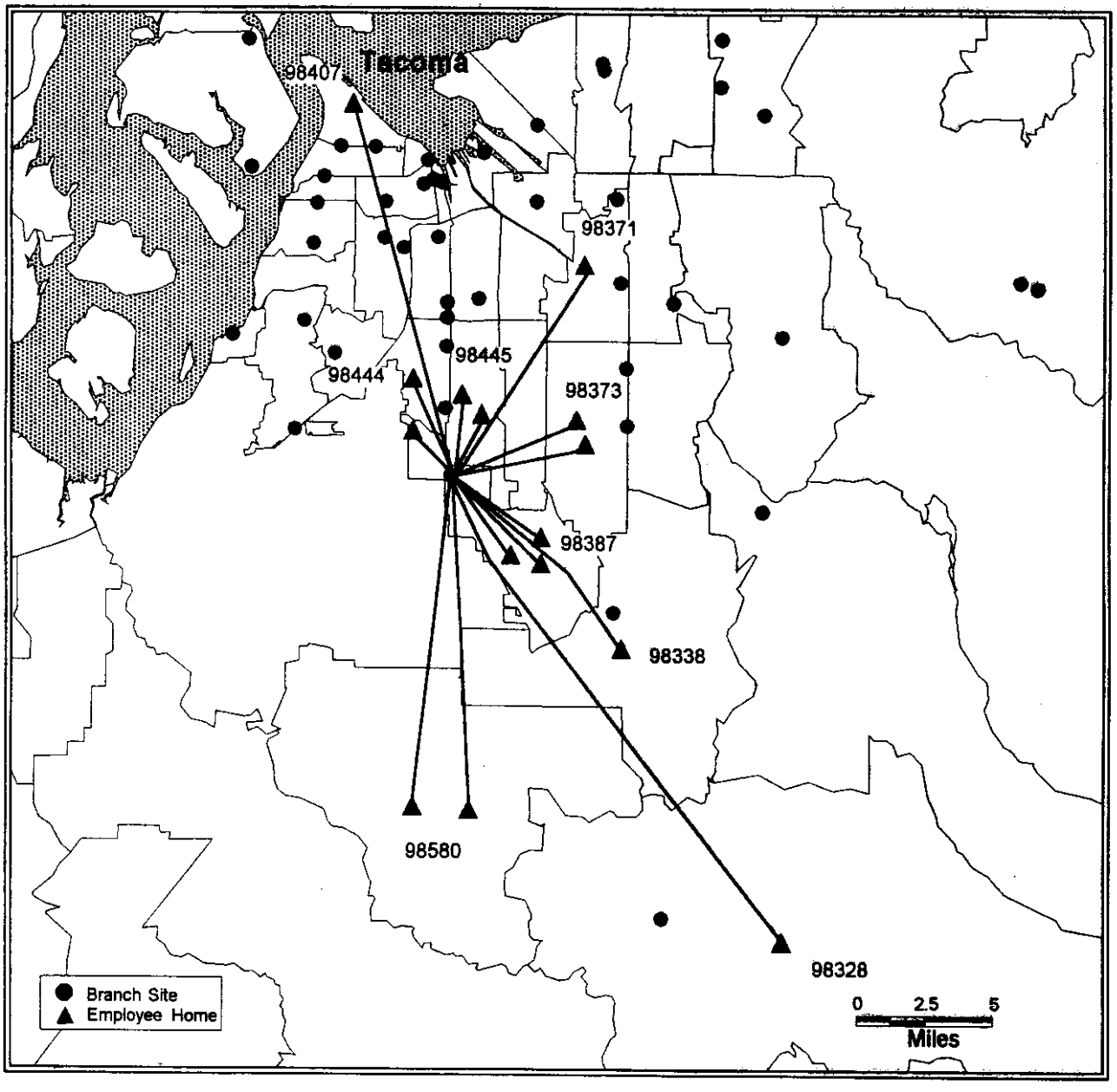
Key Bank of Washington
Fourth & Union Branch
After Proximate Commuting



Longest Commute (miles)	27.4
Average Commute	8.4
Shortest Commute	0.8
Total Miles One Way	67
Employees	8

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

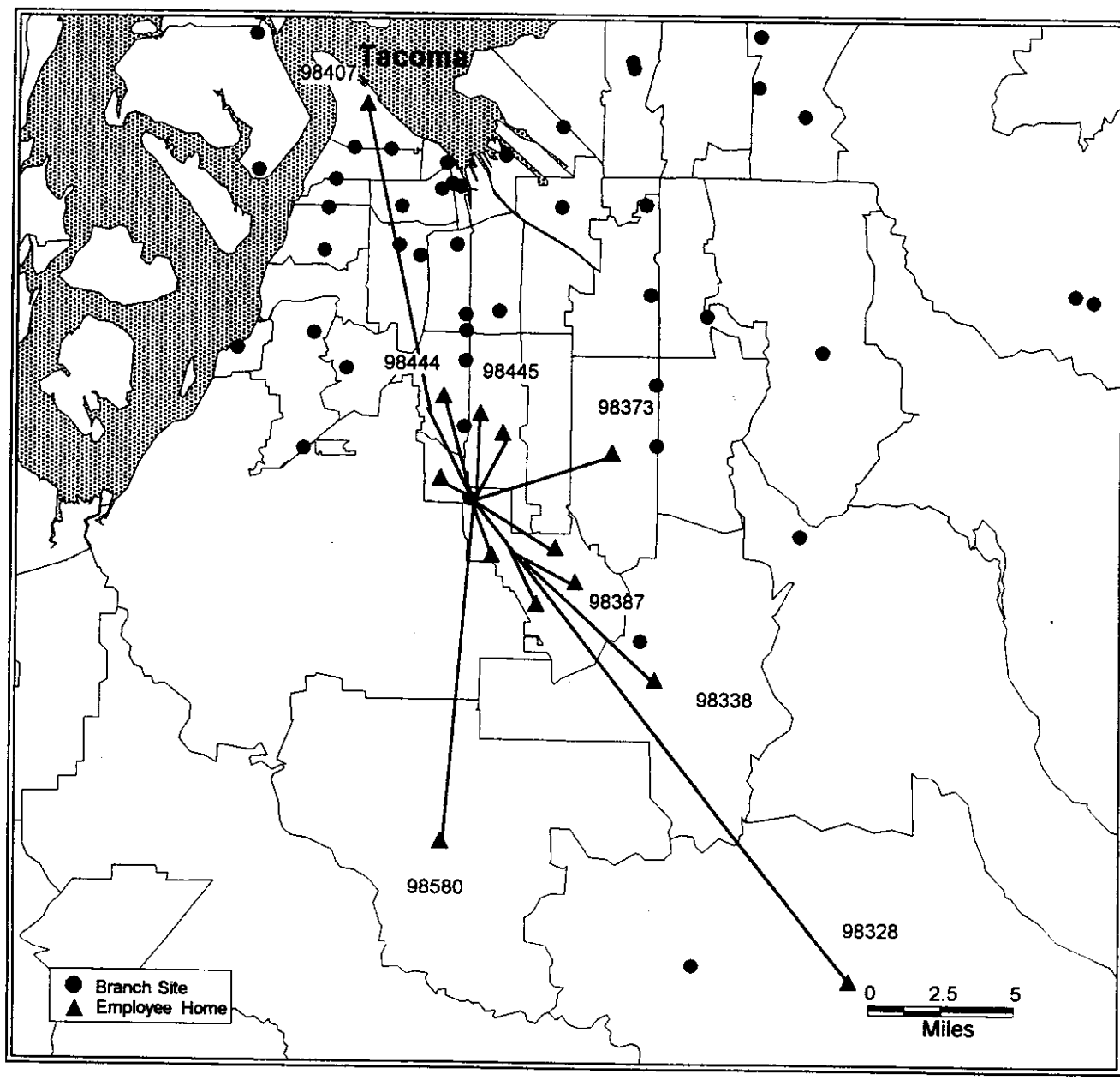
Key Bank of Washington
Spanaway Branch
Before Proximate Commuting



Longest Commute (miles)	20.9
Average Commute	7.3
Shortest Commute	3.4
Total Miles One Way	109.6
Employees	15

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

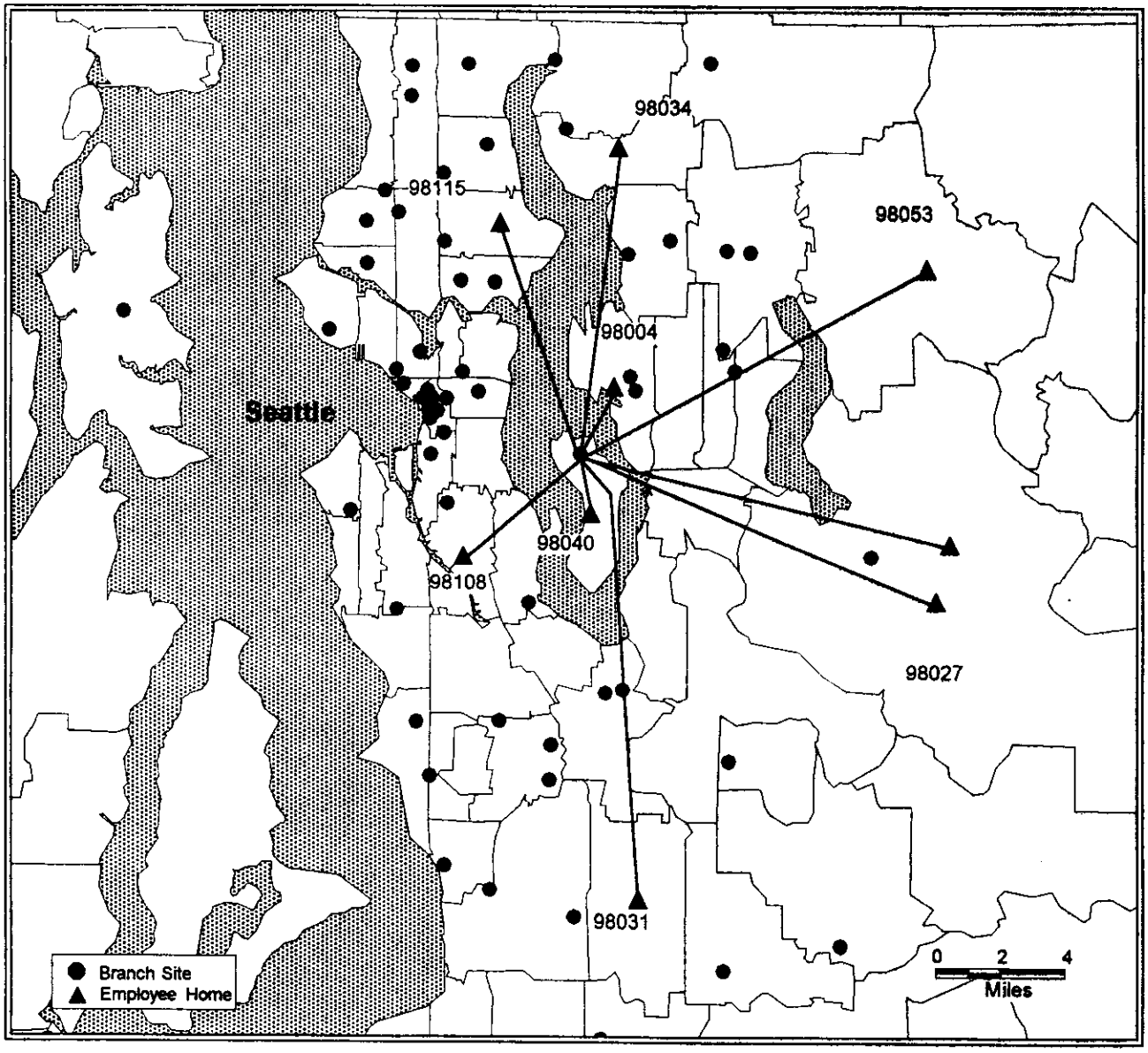
Key Bank of Washington
Spanaway Branch
After Proximate Commuting



Longest Commute (miles)	20.9
Average Commute	6.7
Shortest Commute	2.7
Total Miles One Way	86.7
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Key Bank of Washington
Mercer Island Branch
Before Proximate Commuting



Longest Commute (miles)	16.5
Average Commute	10.0
Shortest Commute	2.1
Total Miles One Way	90.0
Employees	9

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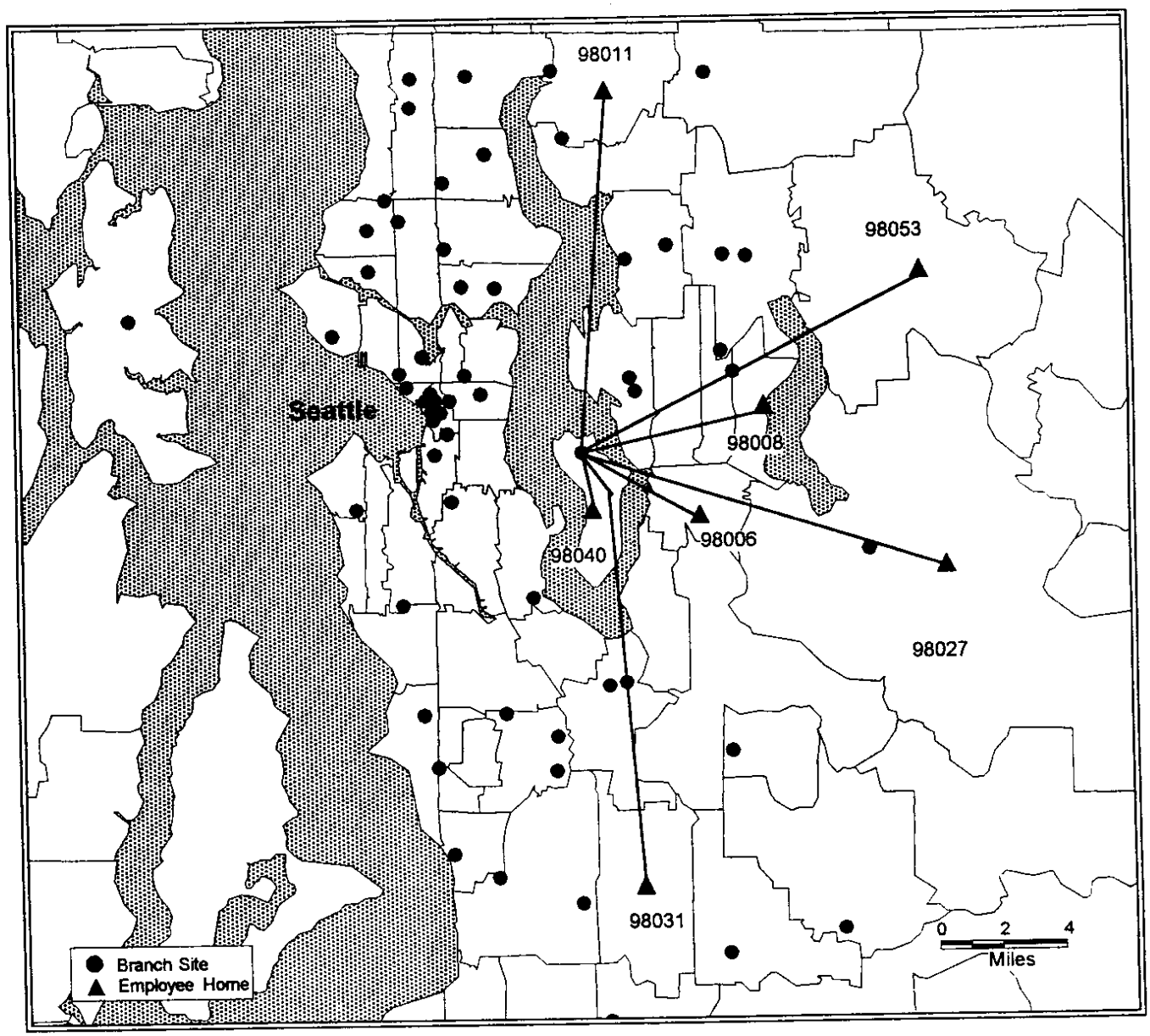
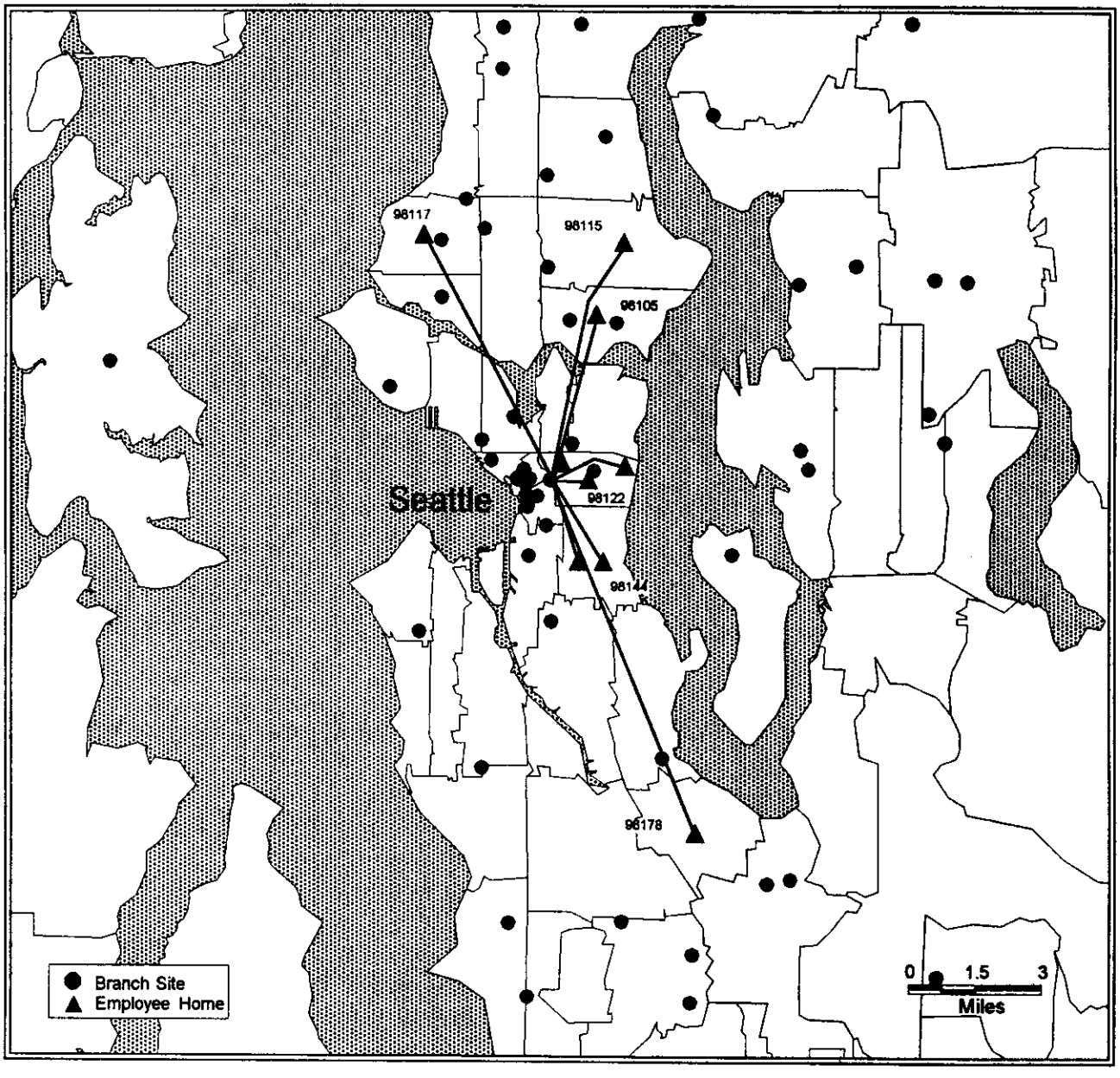
Key Bank of Washington
Mercer Island Branch
After Proximate Commuting



Longest Commute (miles)	16.5
Average Commute	9.7
Shortest Commute	2.1
Total Miles One Way	68
Employees	7

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

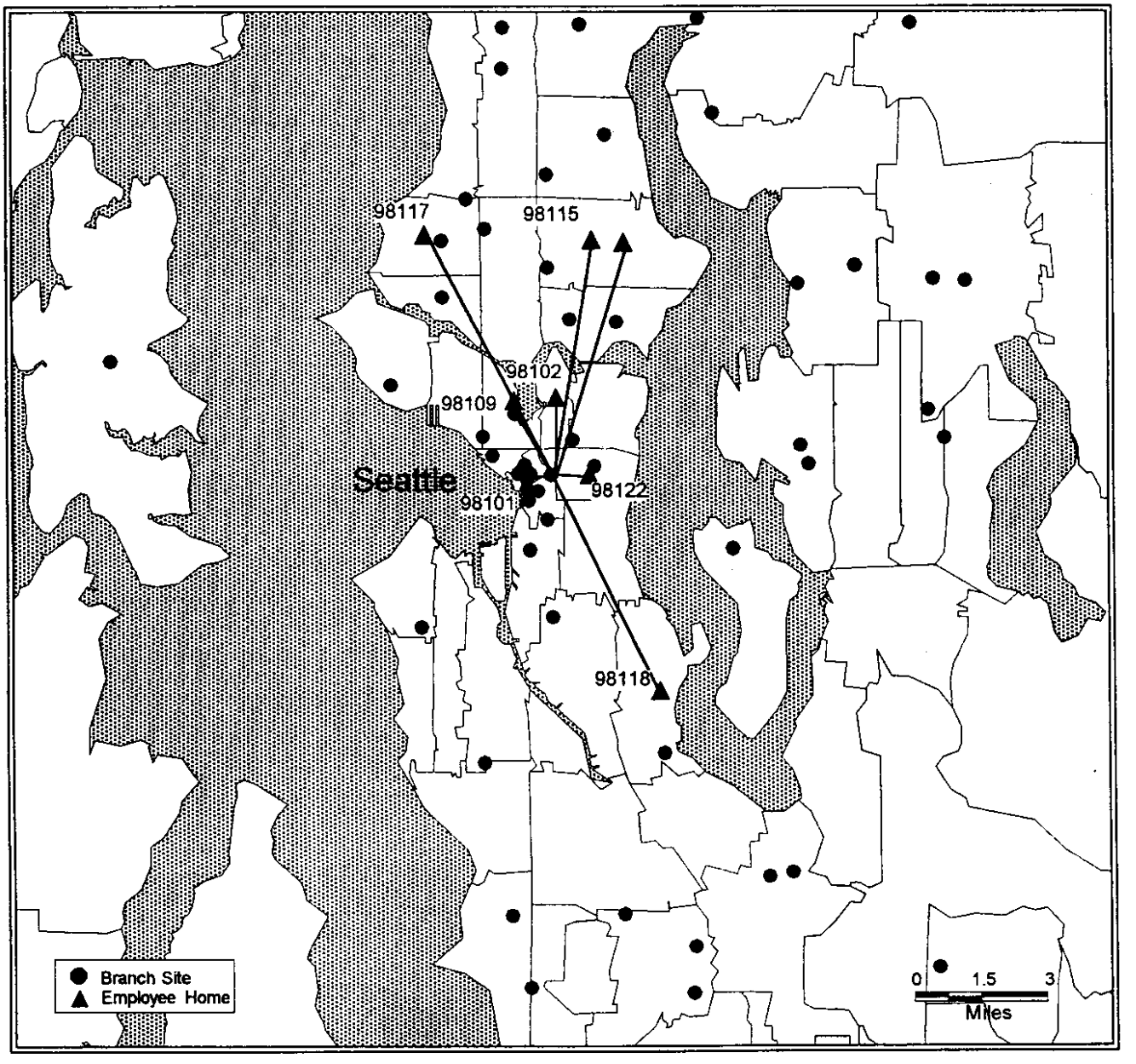
Key Bank of Washington
First Hill Branch Before Proximate Commuting



Longest Commute (miles)	8.6
Average Commute	3.5
Shortest Commute	1.2
Total Miles One Way	31.8
Employees	9

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

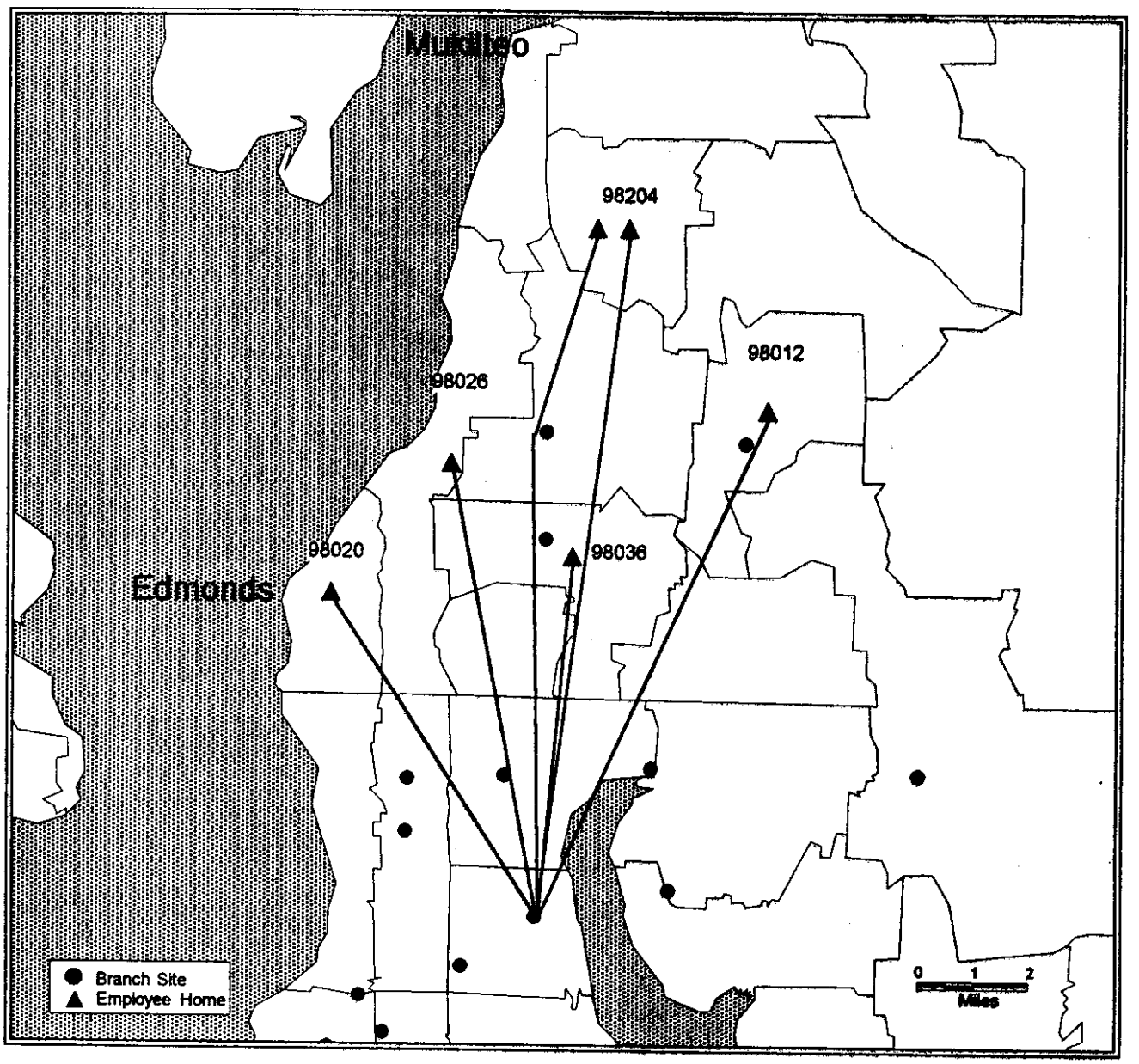
Key Bank of Washington
First Hill Branch After Proximate Commuting



Longest Commute (miles)	6.1
Average Commute	3.5
Shortest Commute	0.6
Total Miles One Way	27.9
Employees	8

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Key Bank of Washington
Lake City Branch
Before Proximate Commuting



Longest Commute (miles)	12.3
Average Commute	9.3
Shortest Commute	6.4
Total Miles One Way	55.9
Employees	6

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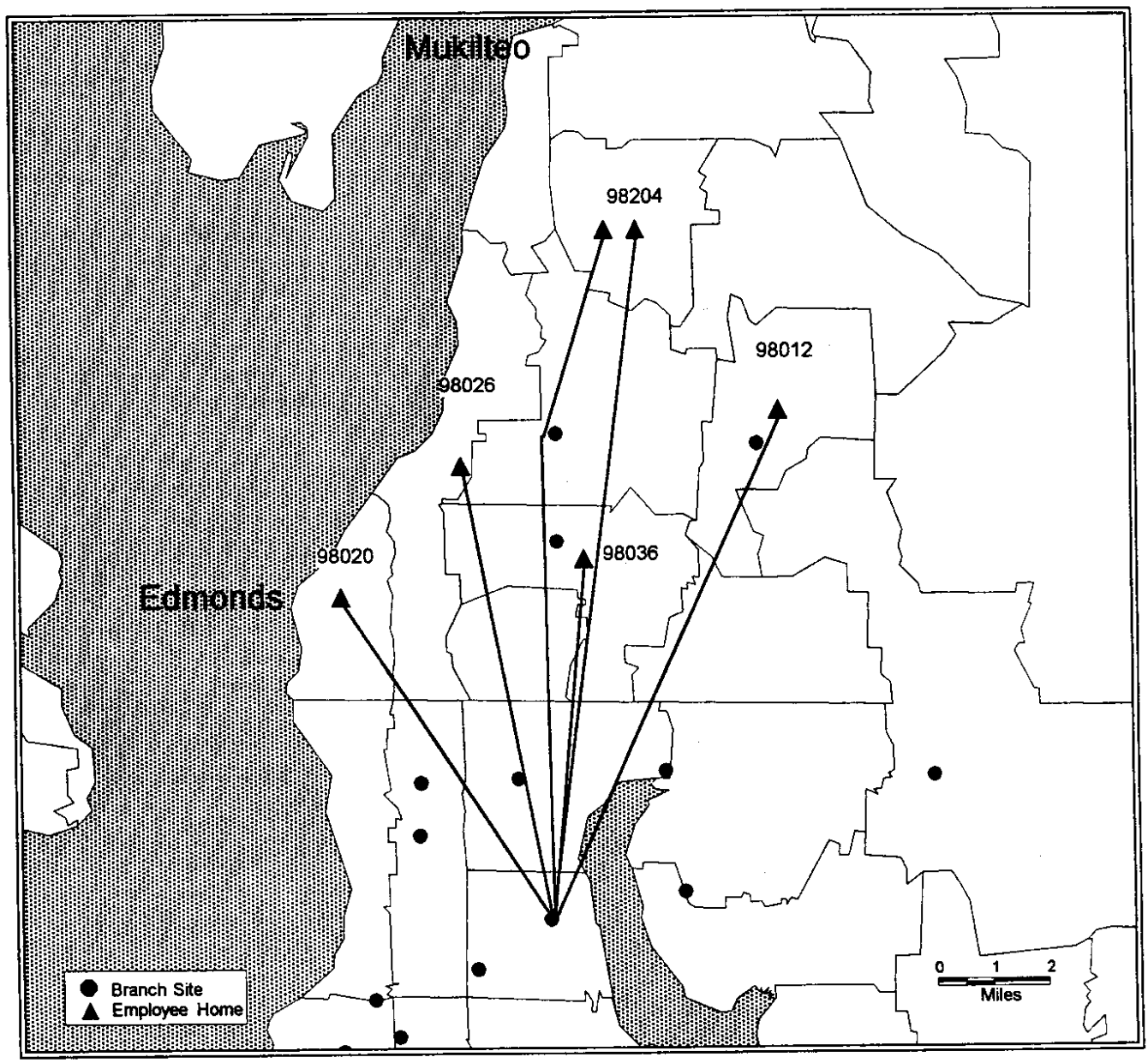
Key Bank of Washington
Lake City Branch
After Proximate Commuting



Longest Commute (miles)	12.3
Average Commute	9.3
Shortest Commute	6.4
Total Miles One Way	55.9
Employees	6

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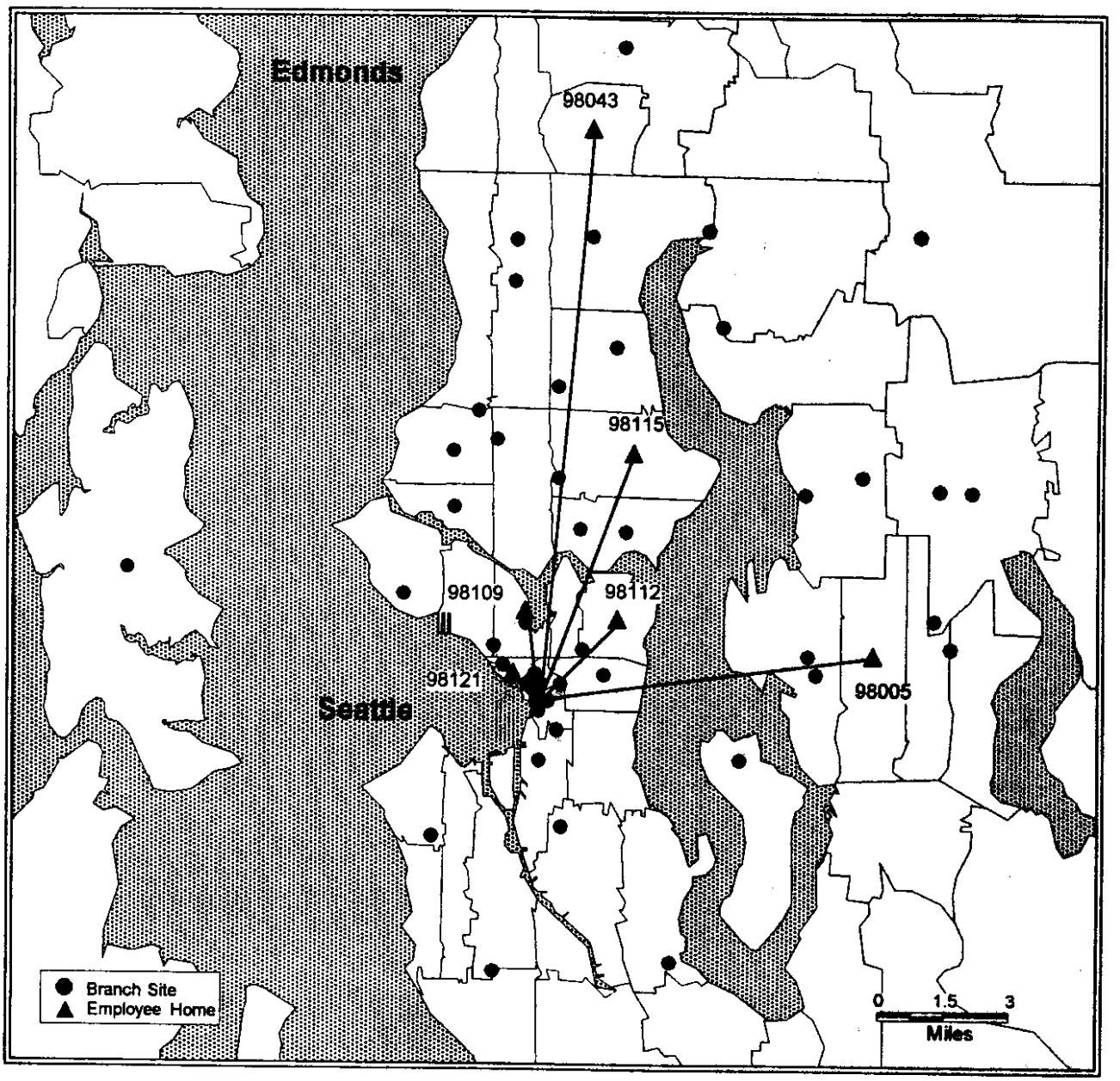
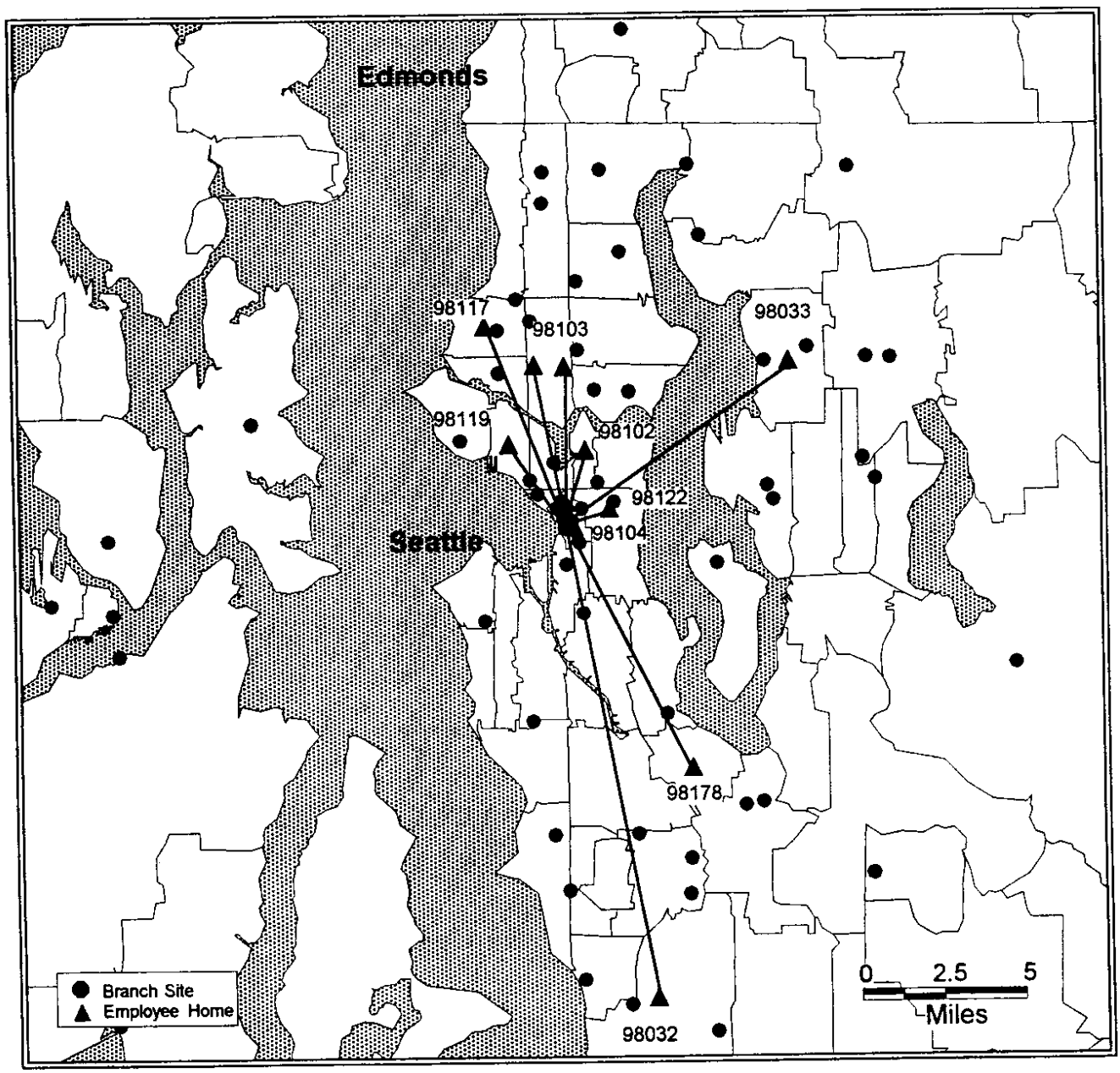
Key Bank of Washington
Second & Marion Branch
Before Proximate Commuting



Longest Commute (miles)	12.9
Average Commute	5.5
Shortest Commute	0.8
Total Miles One Way	33.0
Employees	6

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

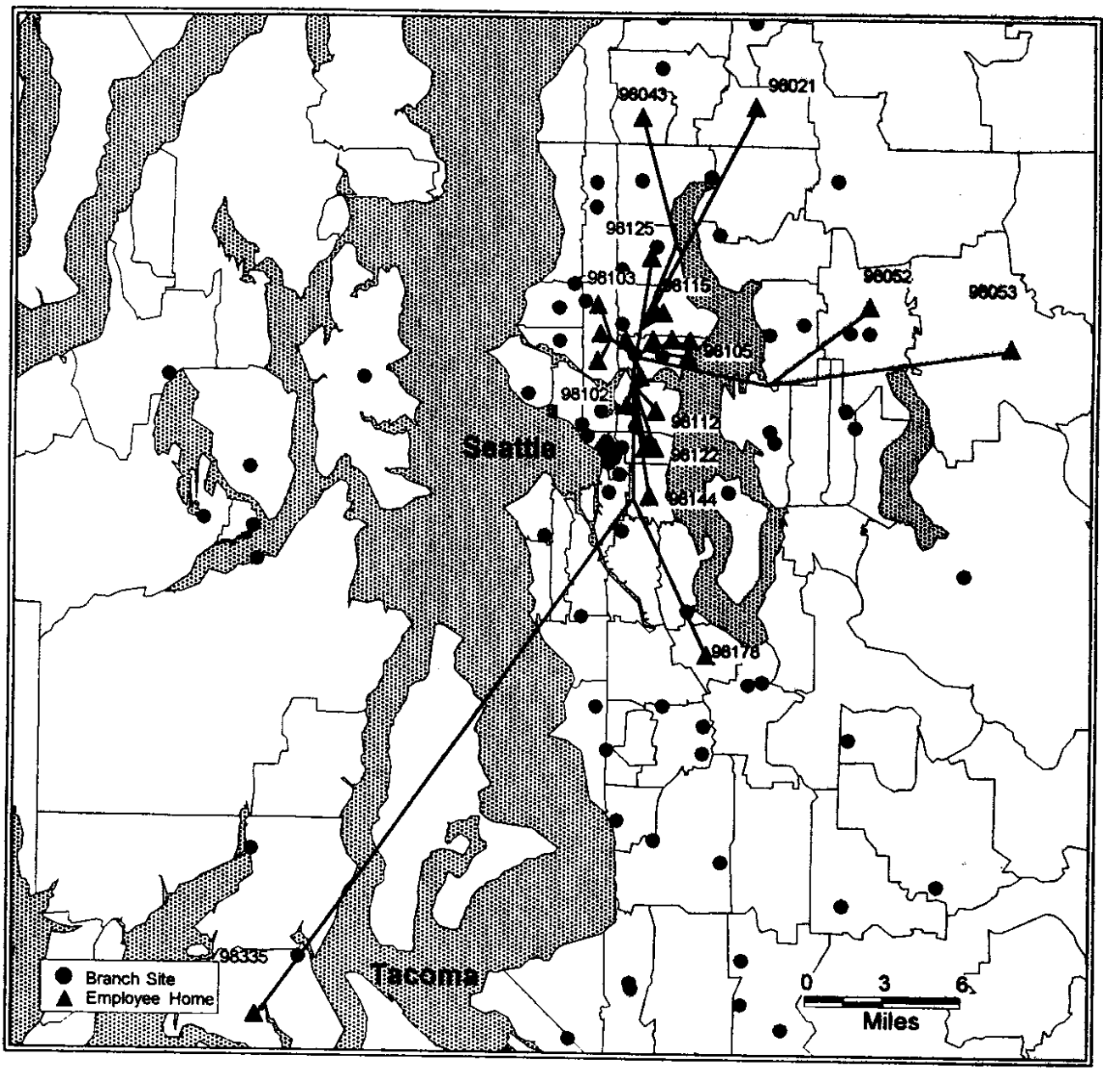
Key Bank of Washington
Second & Marion Branch
After Proximate Commuting



Longest Commute (miles)	14.6
Average Commute	5.5
Shortest Commute	0.5
Total Miles One Way	55.4
Employees	10

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

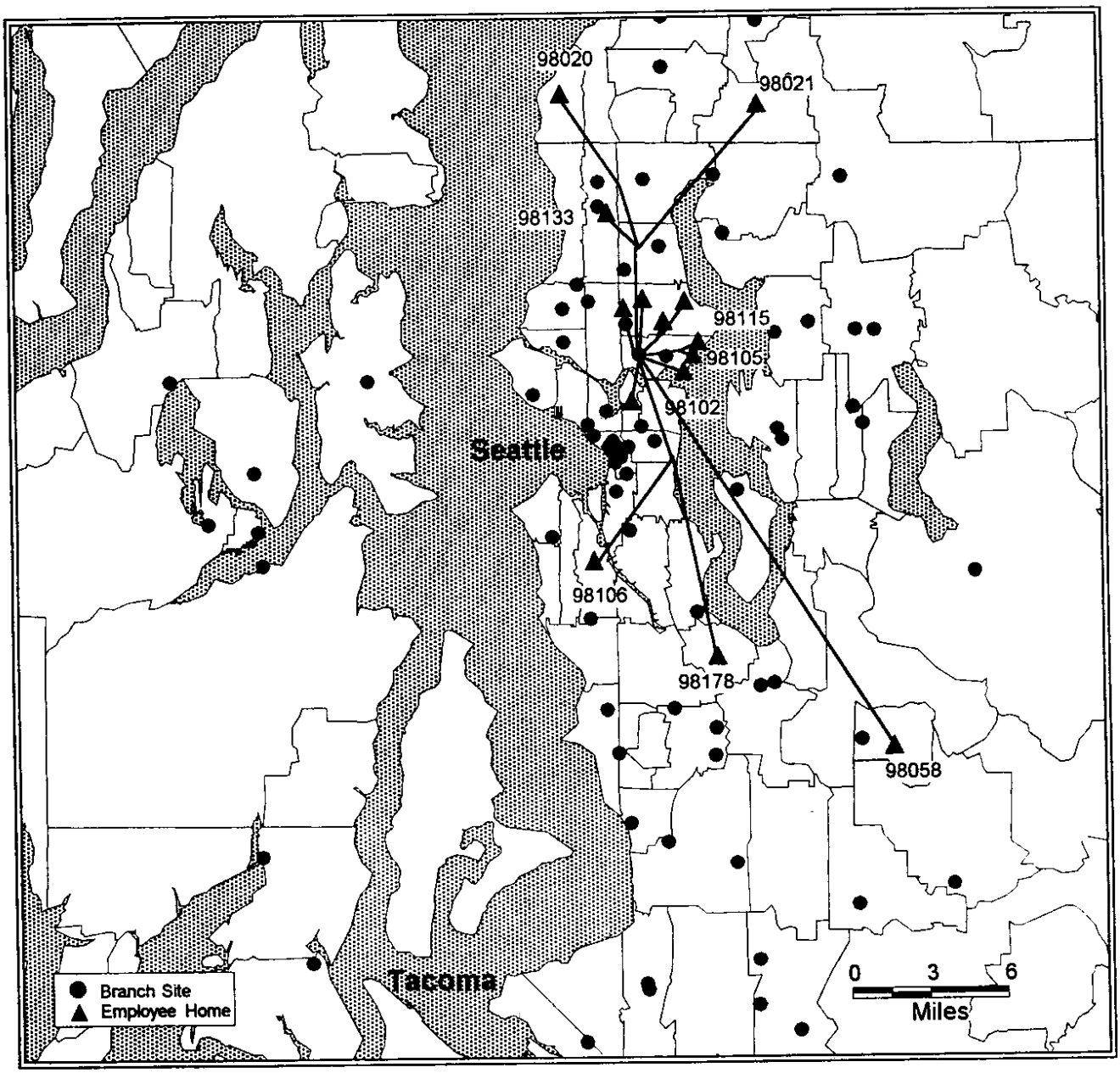
Key Bank of Washington
University District Branch
Before Proximate Commuting



Longest Commute (miles)	33
Average Commute	5.6
Shortest Commute	1.4
Total Miles One Way	128.8
Employees	23

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

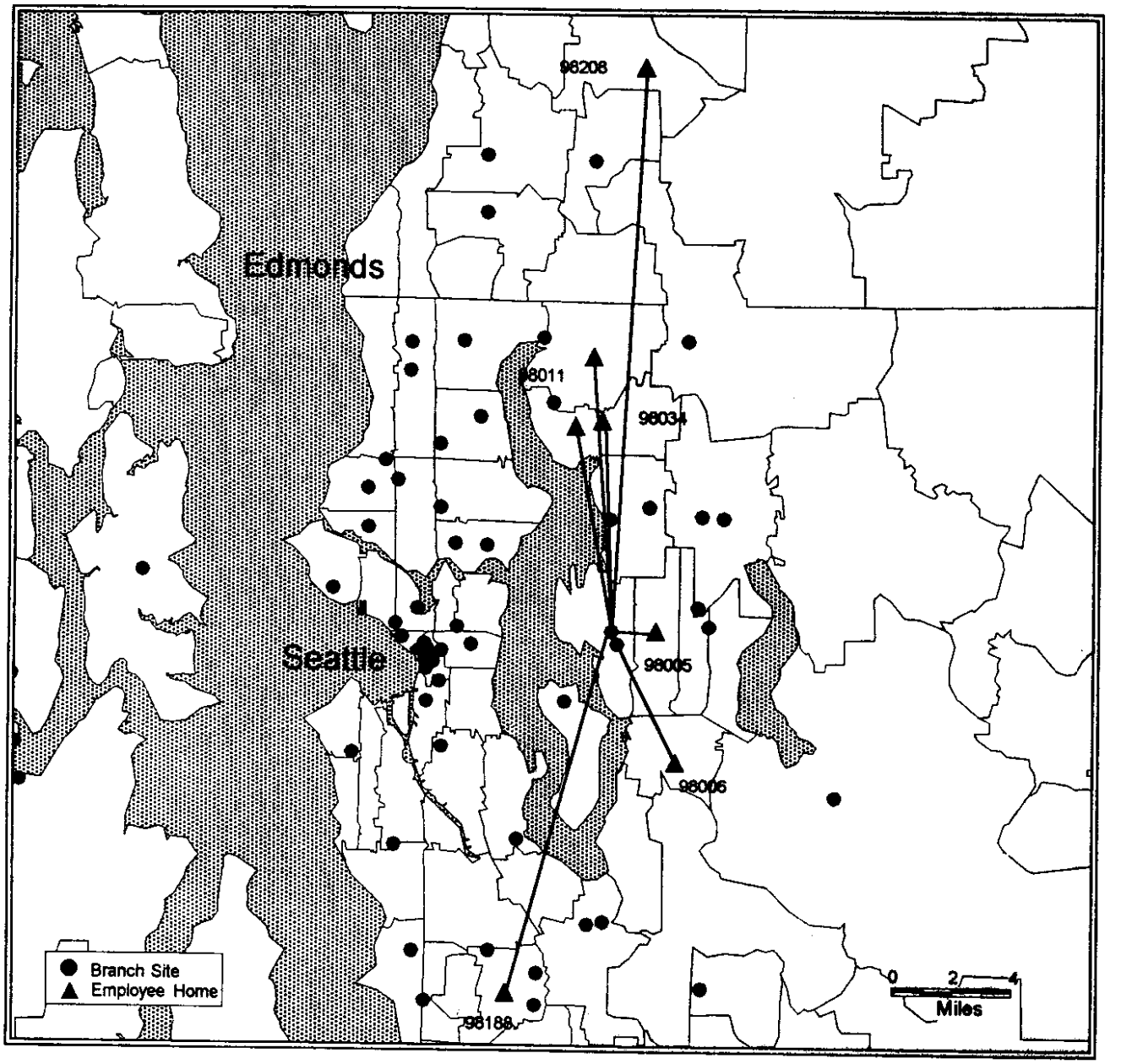
Key Bank of Washington
University District Branch
After Proximate Commuting



Longest Commute (miles)	19.8
Average Commute	5.8
Shortest Commute	1.4
Total Miles One Way	80.8
Employees	14

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

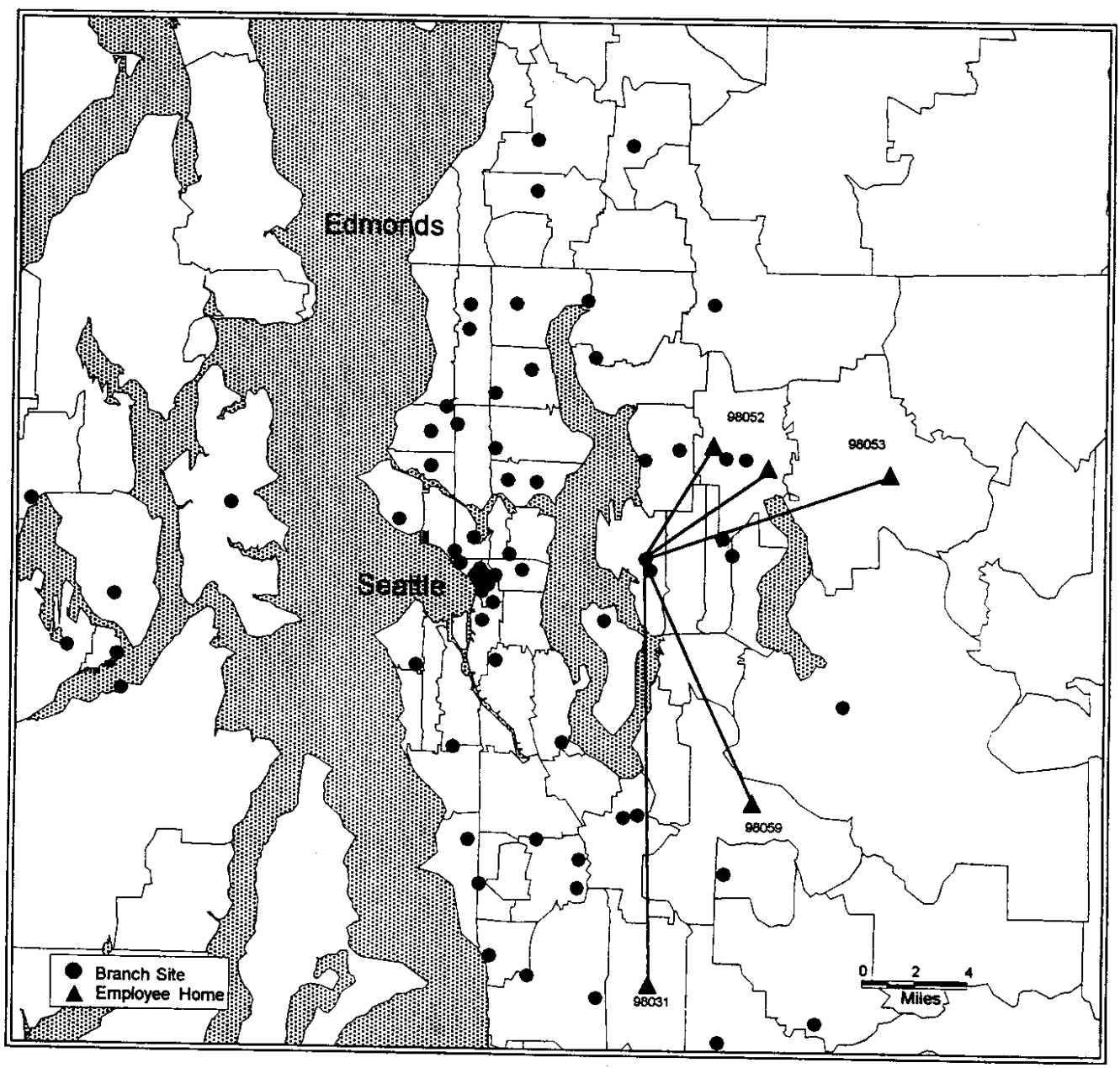
Key Bank of Washington
Belgate Branch Before Proximate Commuting



Longest Commute (miles)	18.4
Average Commute	8.9
Shortest Commute	1.7
Total Miles One Way	62.3
Employees	7

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

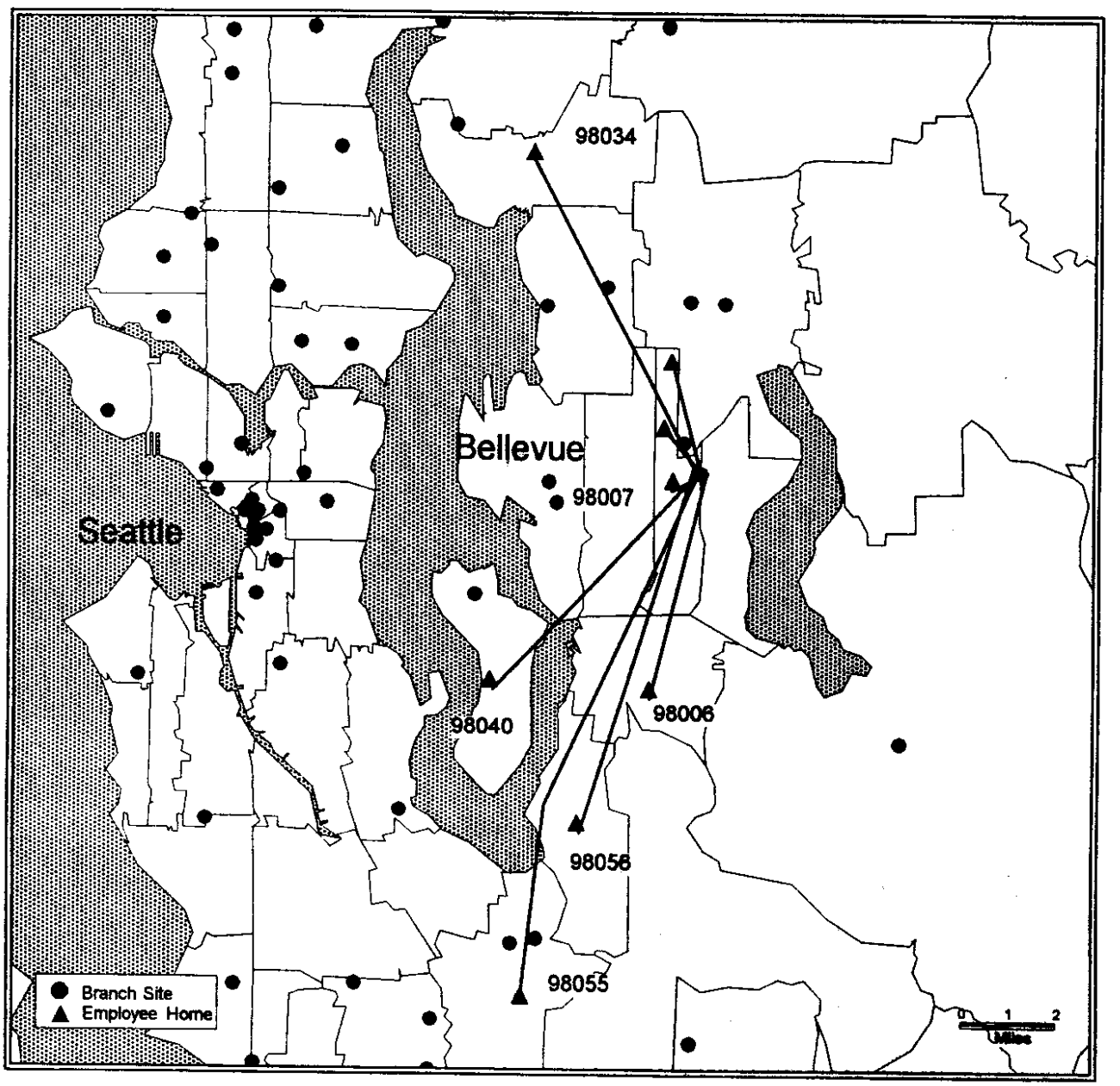
Key Bank of Washington
Belgate Branch After Proximate Commuting



Longest Commute (miles)	16.1
Average Commute	9.3
Shortest Commute	5.2
Total Miles One Way	46.6
Employees	5

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

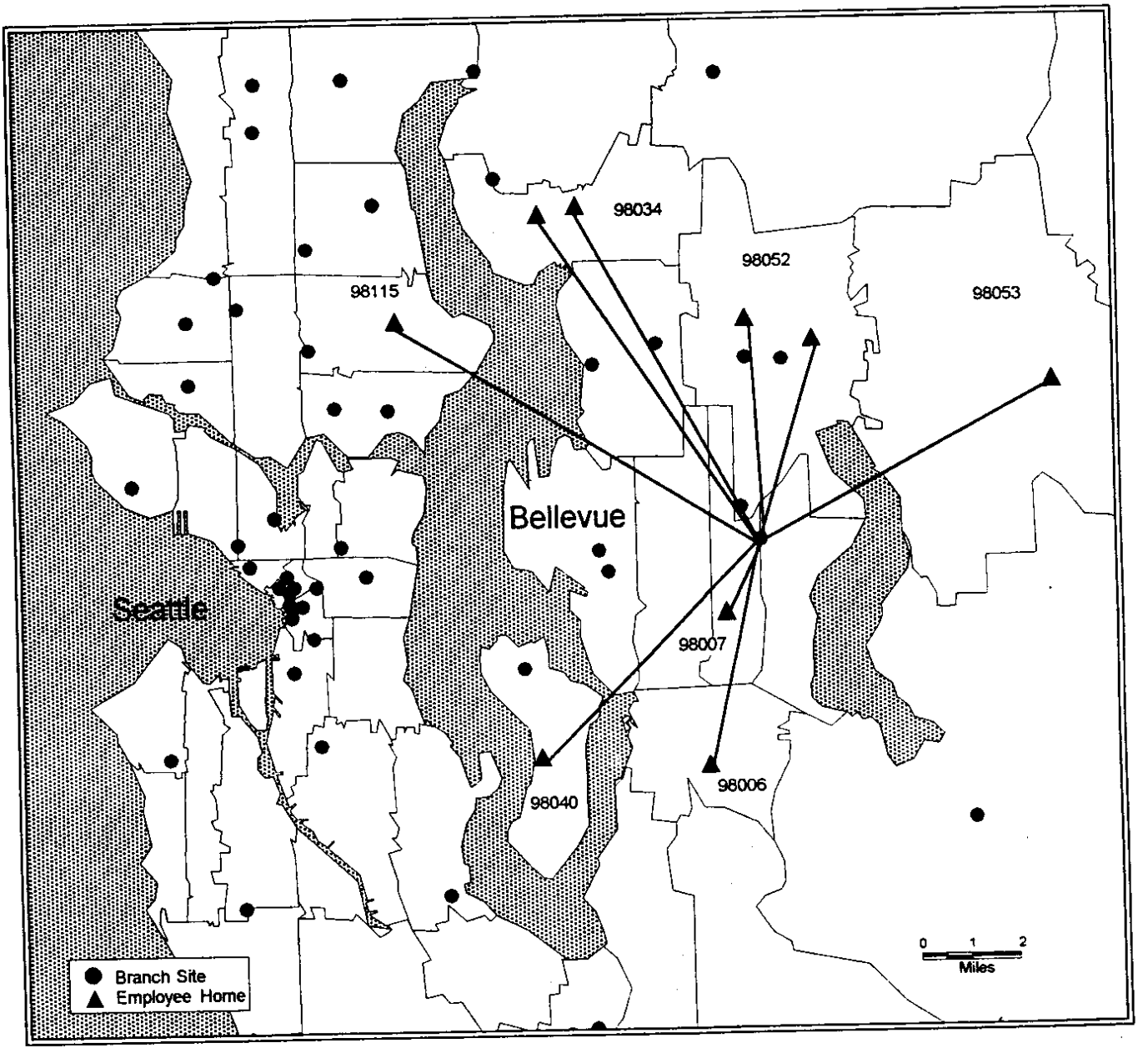
Key Bank of Washington
Crossroads Branch Before Proximate Commuting



Longest Commute (miles)	12
Average Commute	5.5
Shortest Commute	1.5
Total Miles One Way	44.1
Employees	8

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

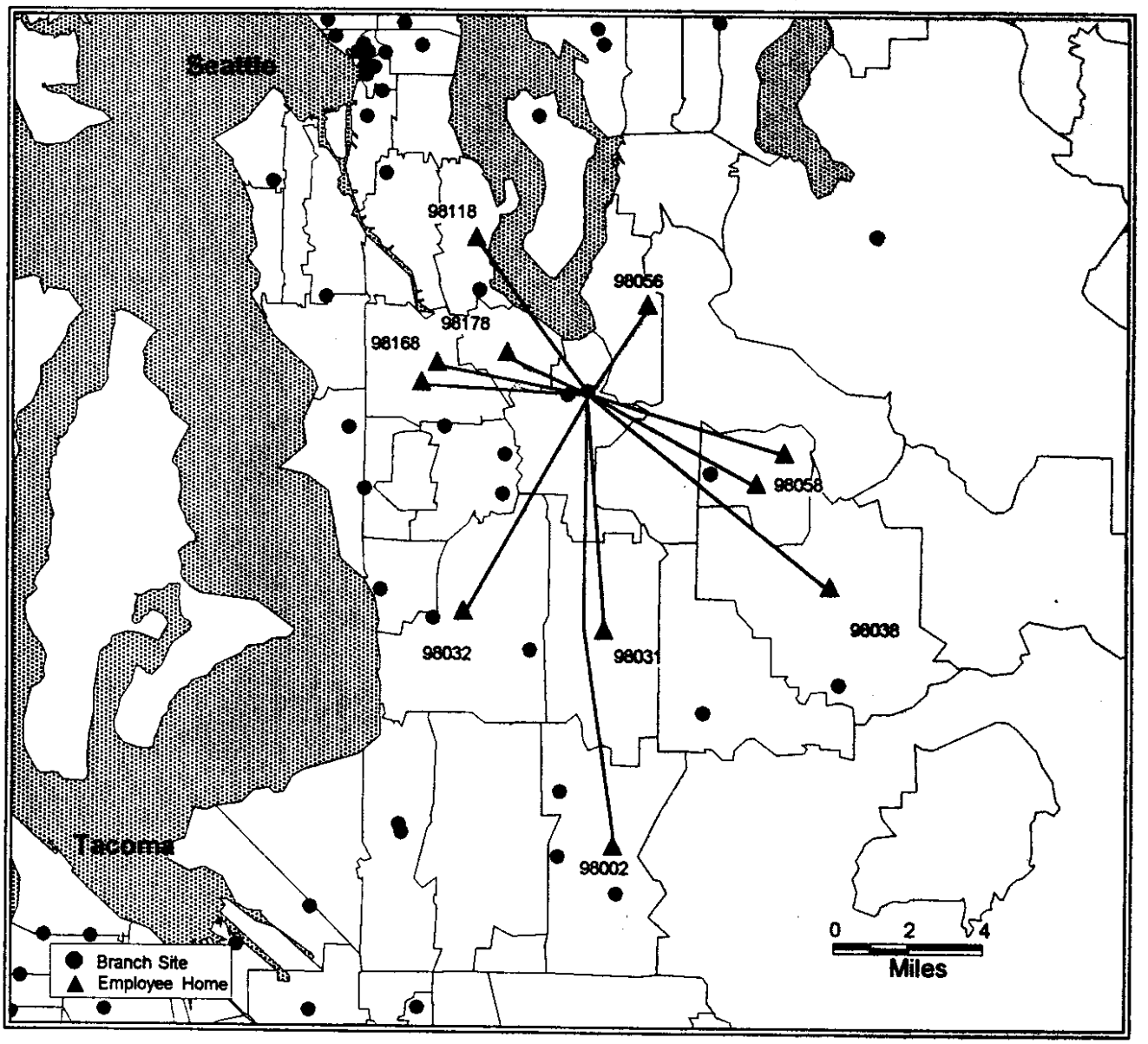
Key Bank of Washington
Crossroads Branch After Proximate Commuting



Longest Commute (miles)	10.6
Average Commute	6.0
Shortest Commute	1.5
Total Miles One Way	54.4
Employees	9

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

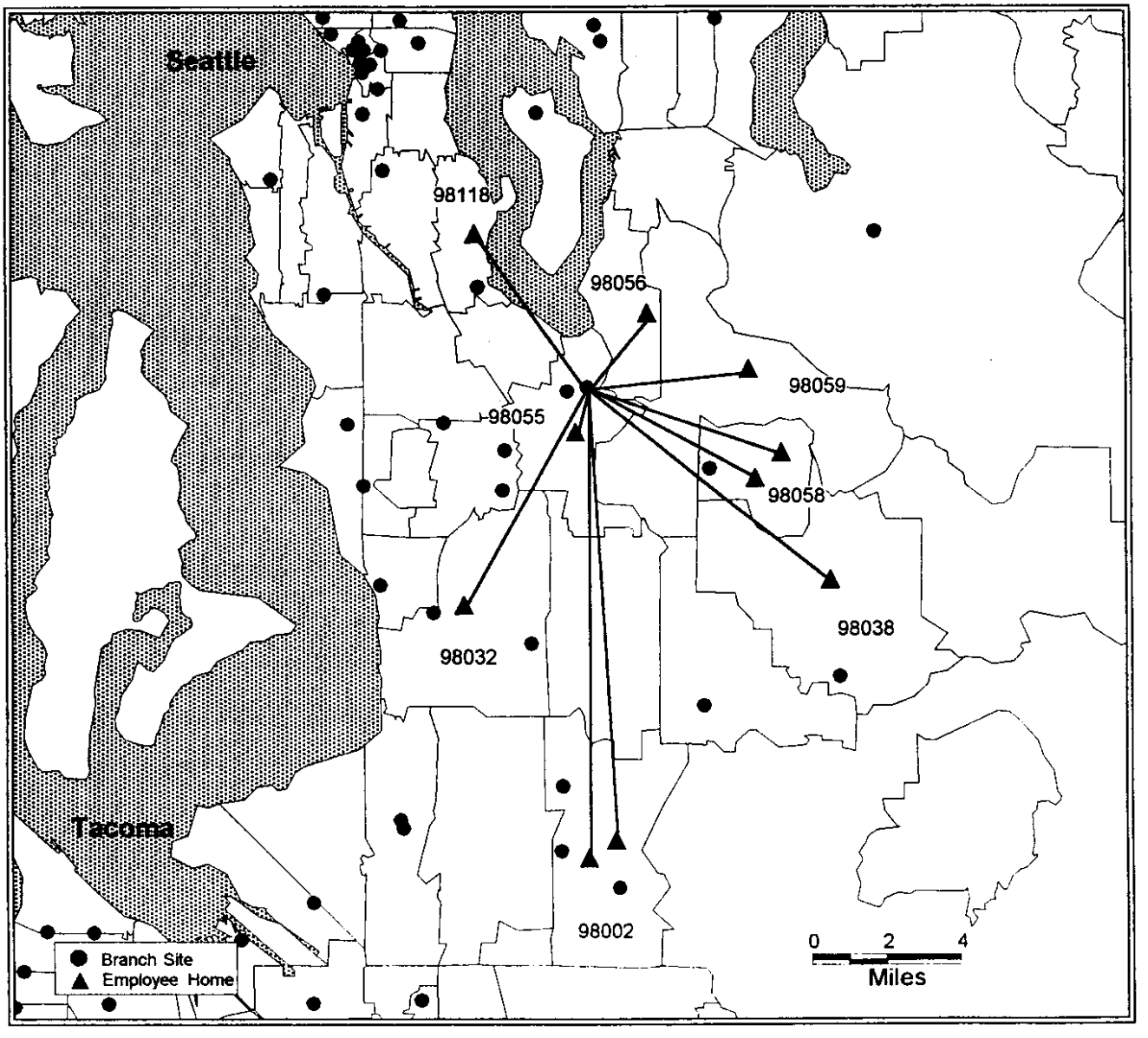
Key Bank of Washington
Renton Mall Branch
Before Proximate Commuting



Longest Commute (miles)	12.1
Average Commute	5.7
Shortest Commute	2.5
Total Miles One Way	63.2
Employees	11

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

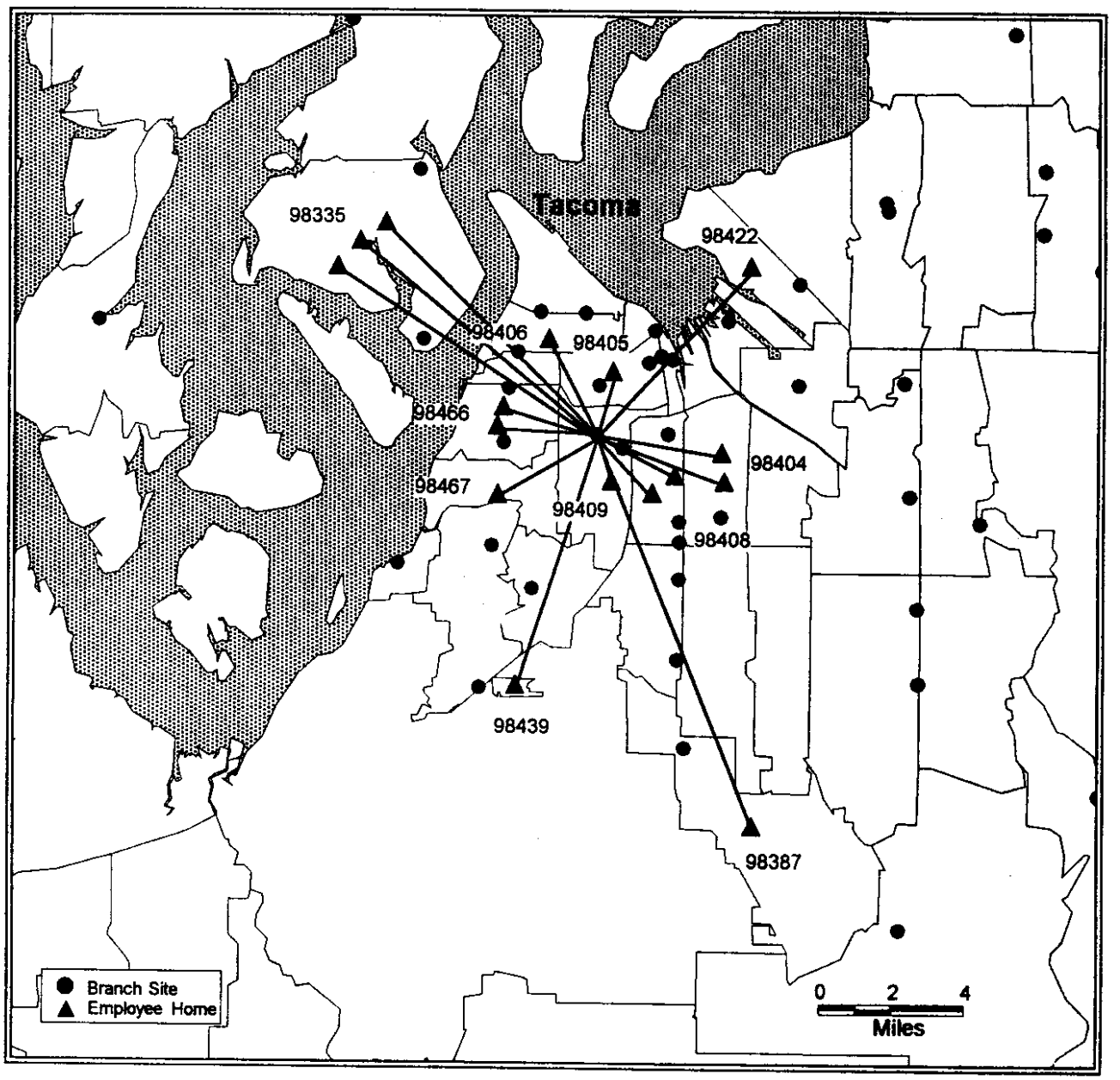
Key Bank of Washington
Renton Mall Branch
After Proximate Commuting



Longest Commute (miles)	12.1
Average Commute	6.4
Shortest Commute	1.9
Total Miles One Way	64.4
Employees	10

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

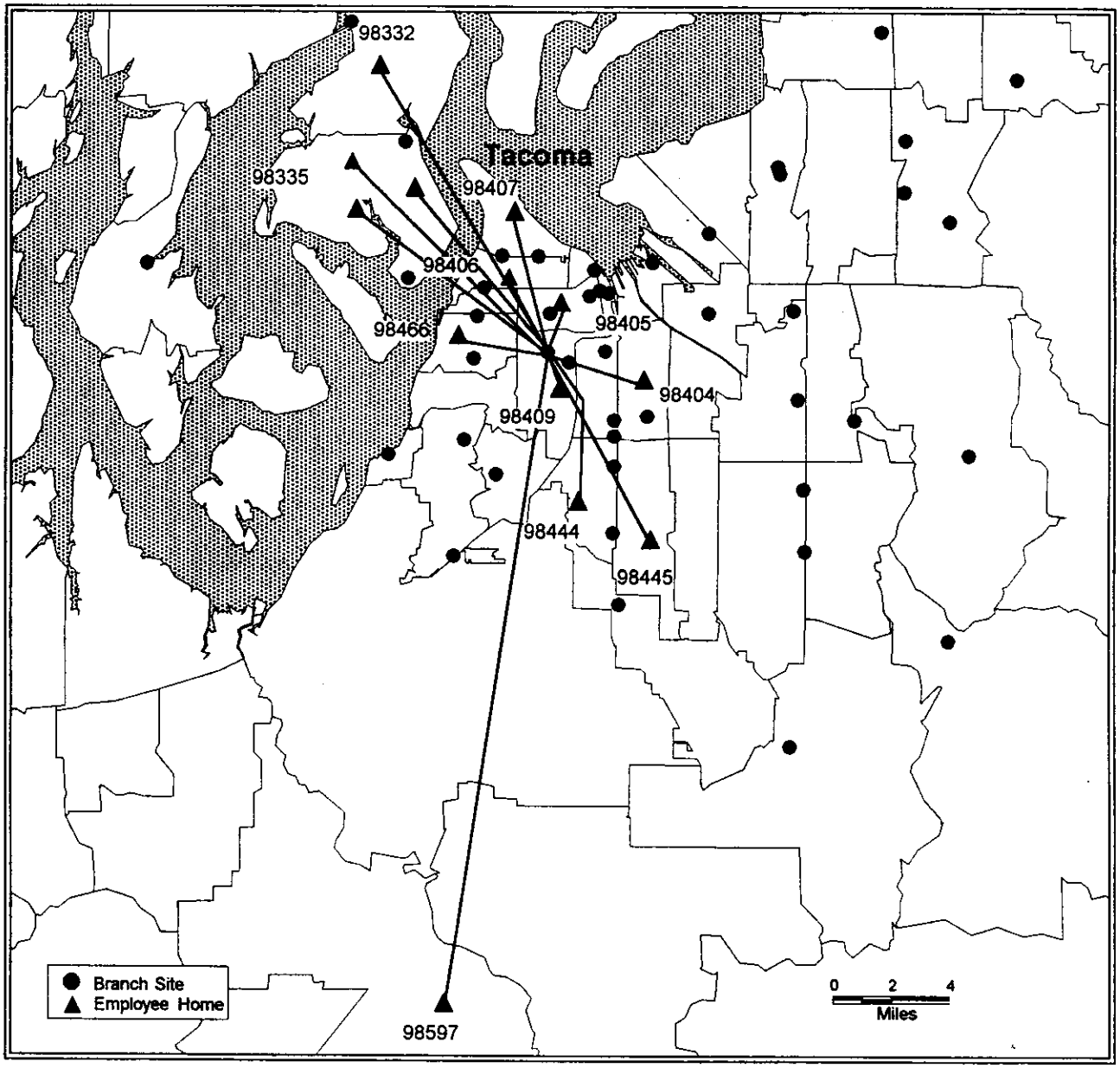
Key Bank of Washington
South Tacoma Way Branch
Before Proximate Commuting



Longest Commute (miles)	11.5
Average Commute	5.1
Shortest Commute	1.9
Total Miles One Way	82.4
Employees	16

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

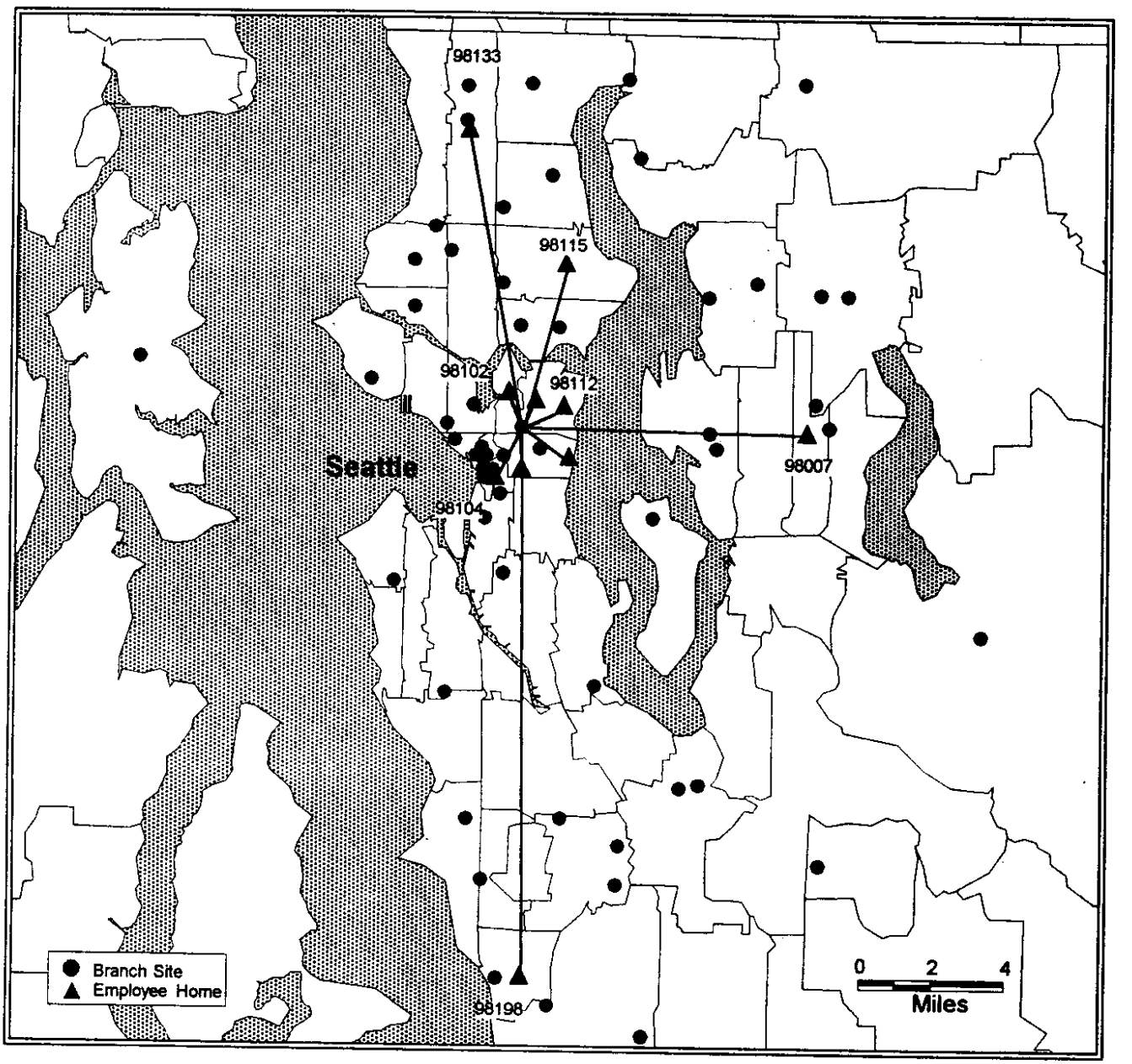
Key Bank of Washington
South Tacoma Way Branch
After Proximate Commuting



Longest Commute (miles)	22.6
Average Commute	7.0
Shortest Commute	1.7
Total Miles One Way	91.1
Employees	13

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

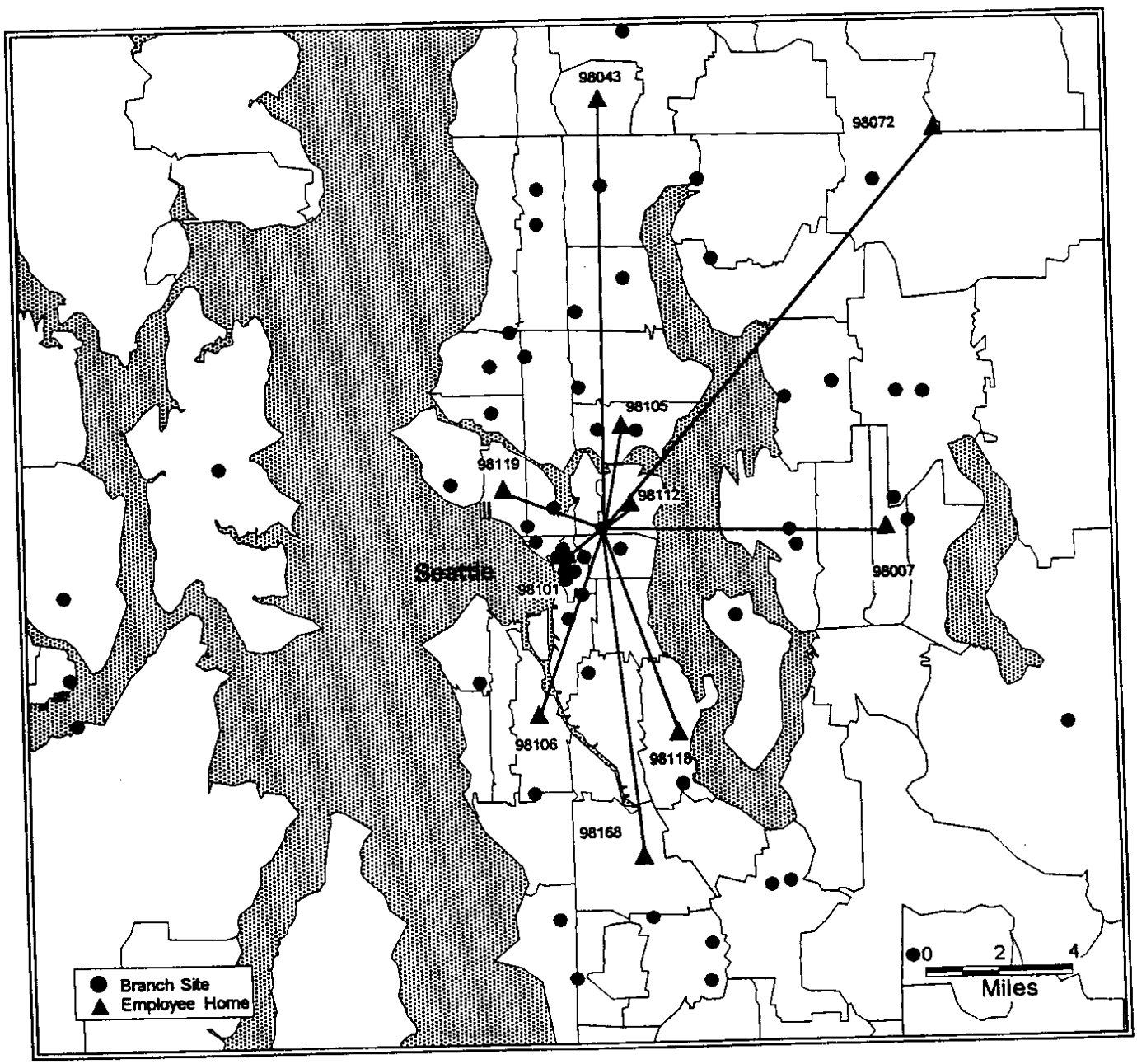
Key Bank of Washington
Capitol Hill Branch
Before Proximate Commuting



Longest Commute (miles)	15
Average Commute	4.3
Shortest Commute	1.0
Total Miles One Way	43.2
Employees	10

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

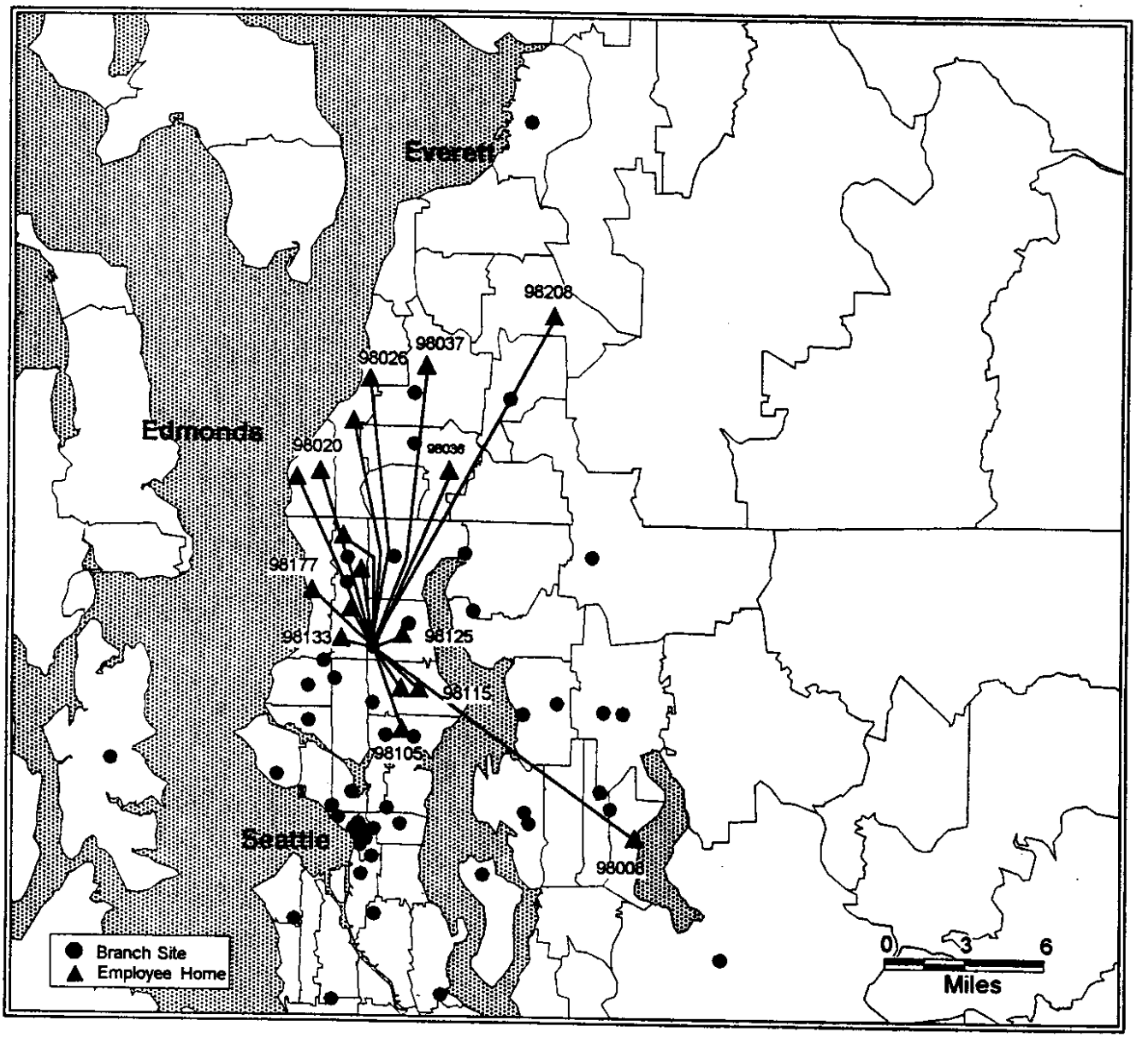
Key Bank of Washington
Capitol Hill Branch
After Proximate Commuting



Longest Commute (miles)	16.9
Average Commute	6.6
Shortest Commute	1.0
Total Miles One Way	65.7
Employees	10

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

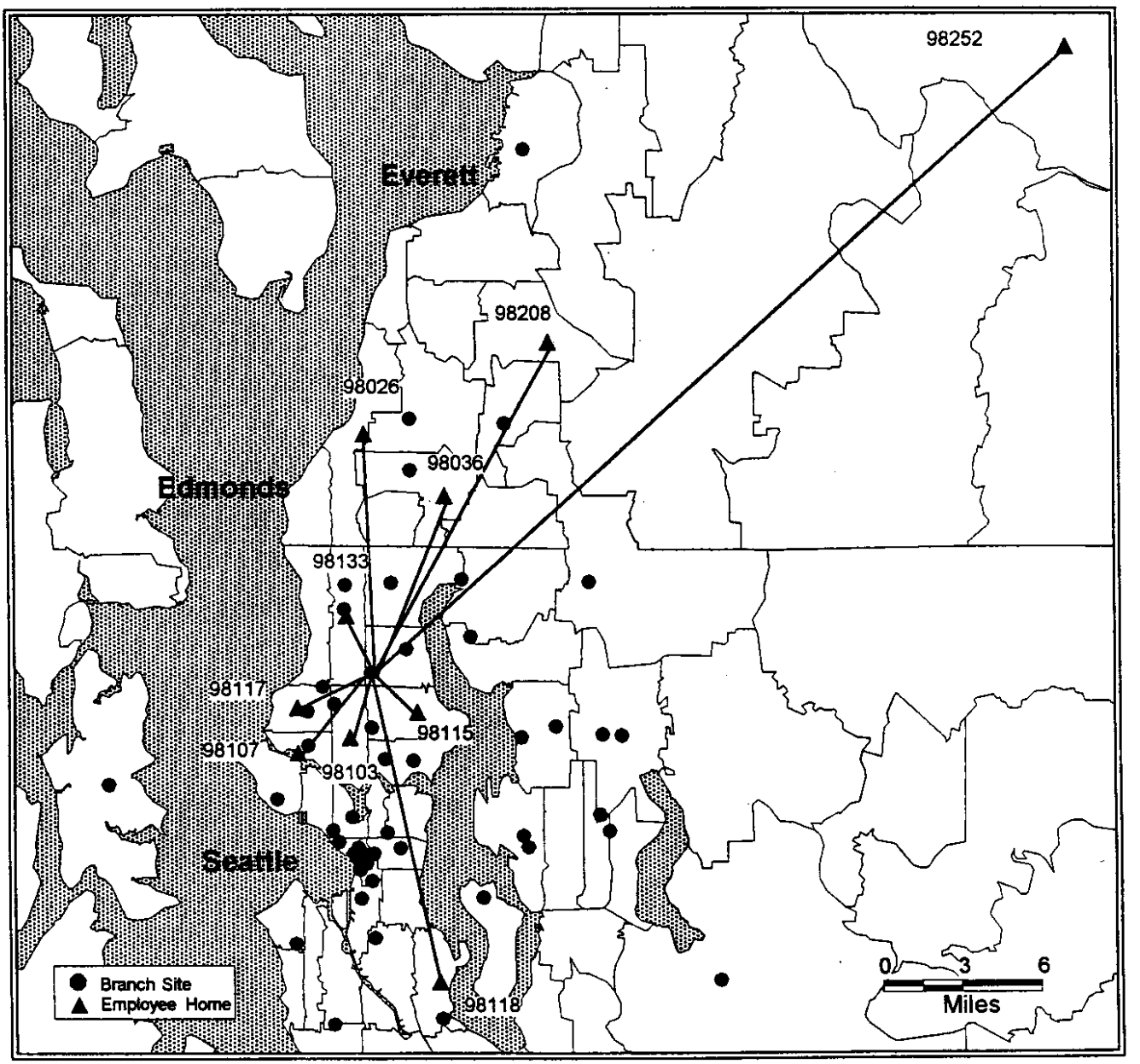
Key Bank of Washington
Northgate Branch
Before Proximate Commuting



Longest Commute (miles)	14.5
Average Commute	6.0
Shortest Commute	1.7
Total Miles One Way	102.6
Employees	17

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

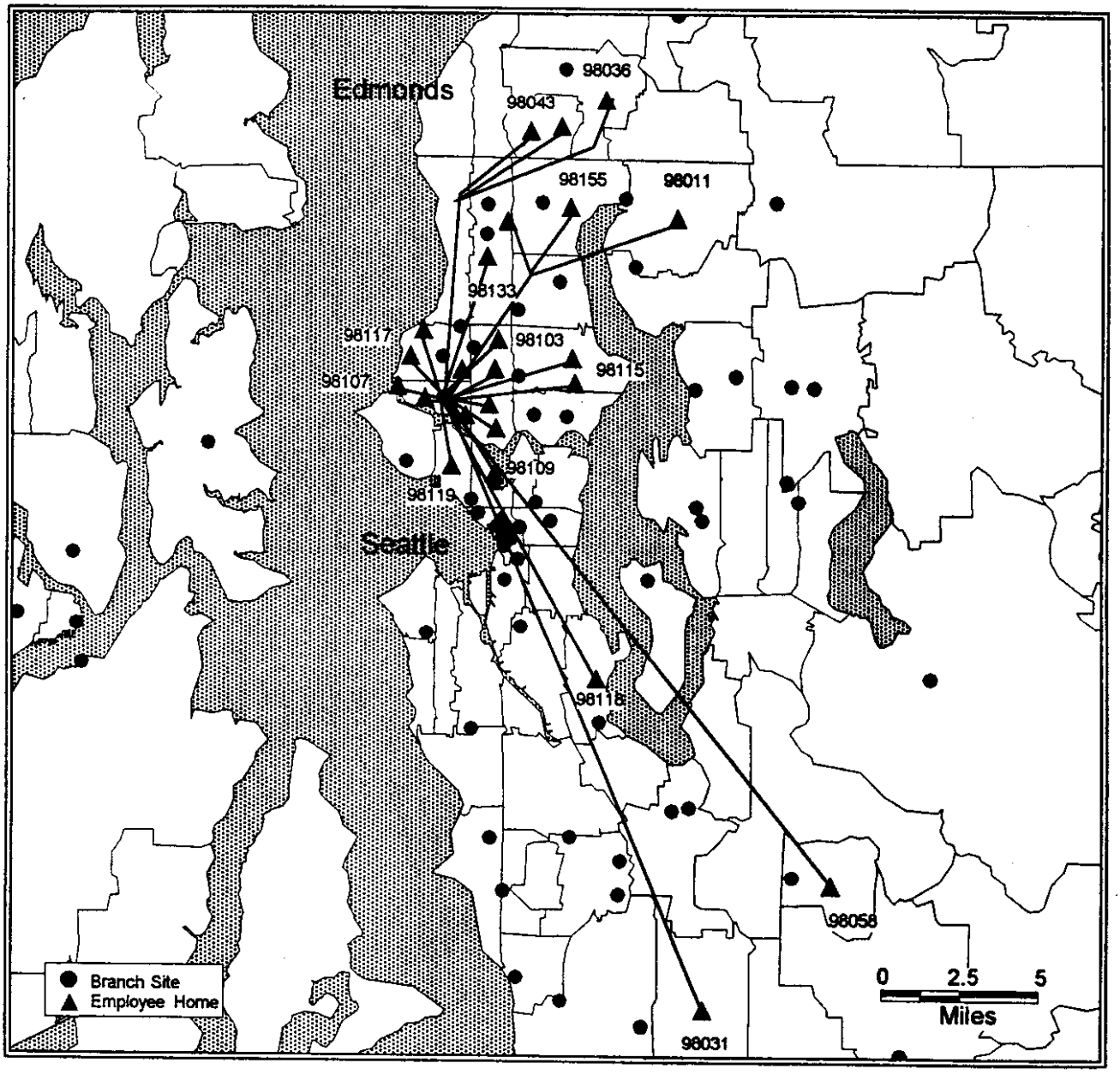
Key Bank of Washington
Northgate Branch
After Proximate Commuting



Longest Commute (miles)	35.4
Average Commute	9.3
Shortest Commute	2.4
Total Miles One Way	93.3
Employees	10

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

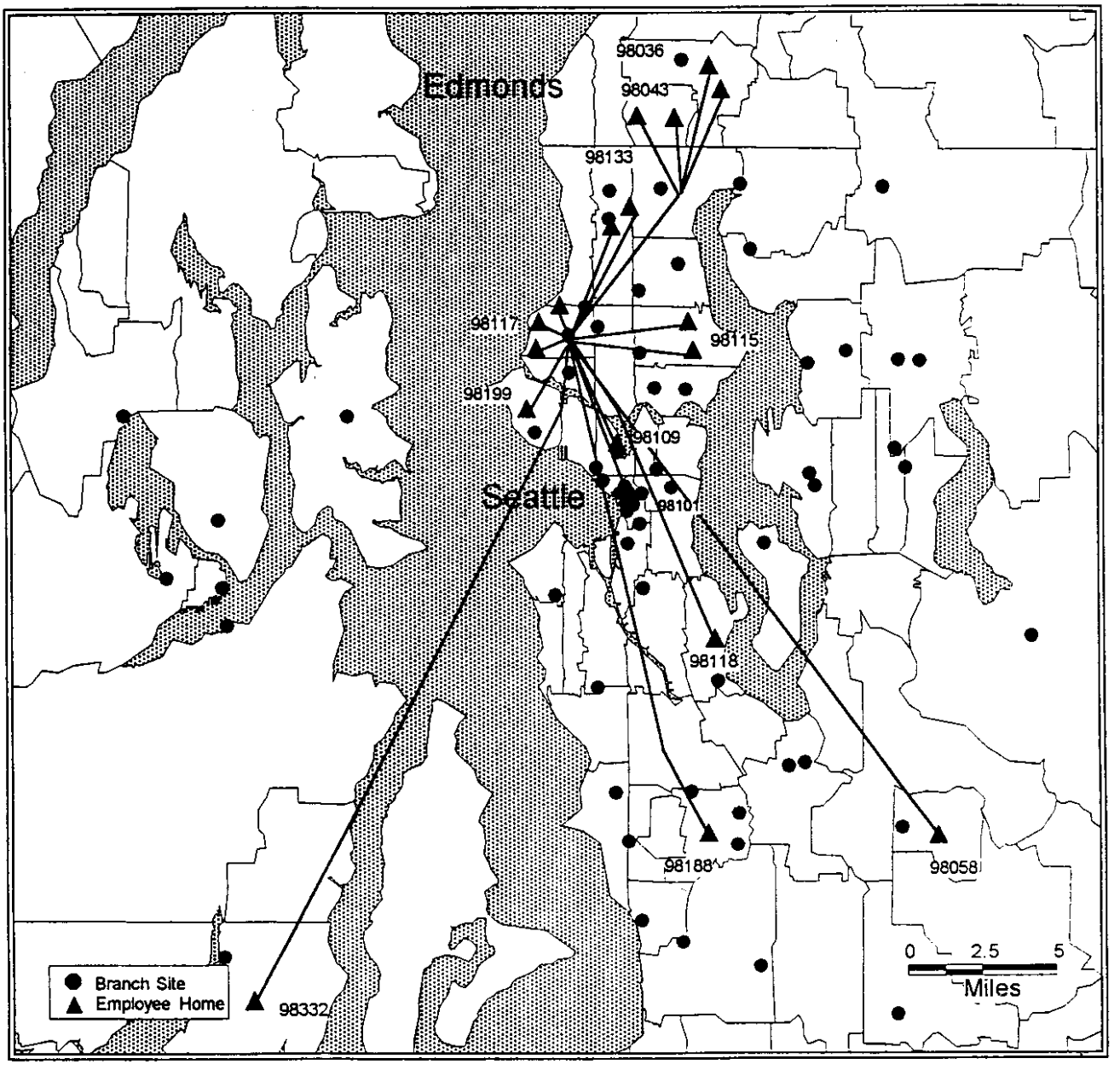
Key Bank of Washington
Ballard Branch Before Proximate Commuting



Longest Commute (miles)	21
Average Commute	5.4
Shortest Commute	1.0
Total Miles One Way	130.2
Employees	24

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Key Bank of Washington
Ballard Branch After Proximate Commuting



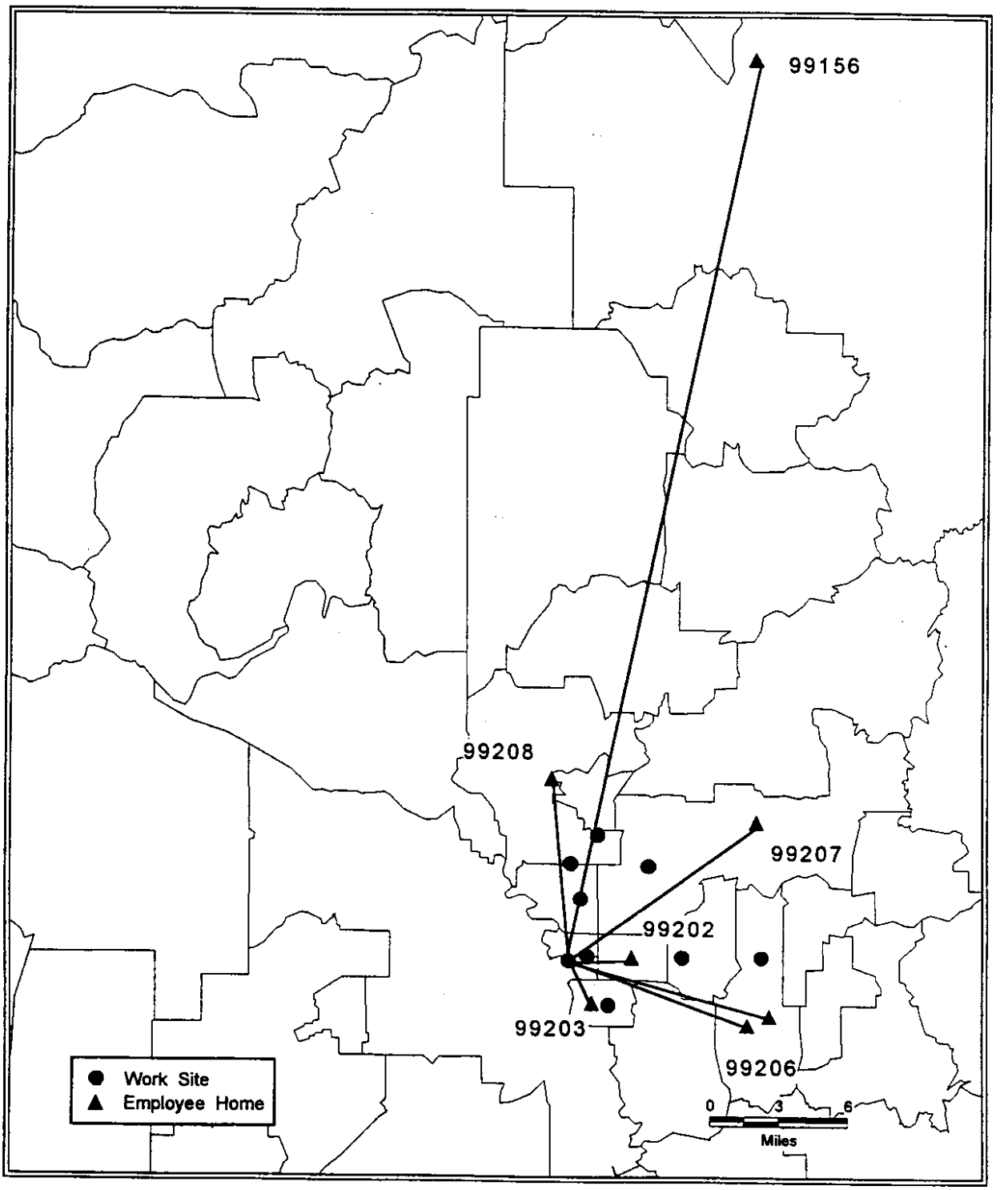
Longest Commute (miles)	30.6
Average Commute	8.5
Shortest Commute	1.8
Total Miles One Way	153
Employees	18

Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

APPENDIX C

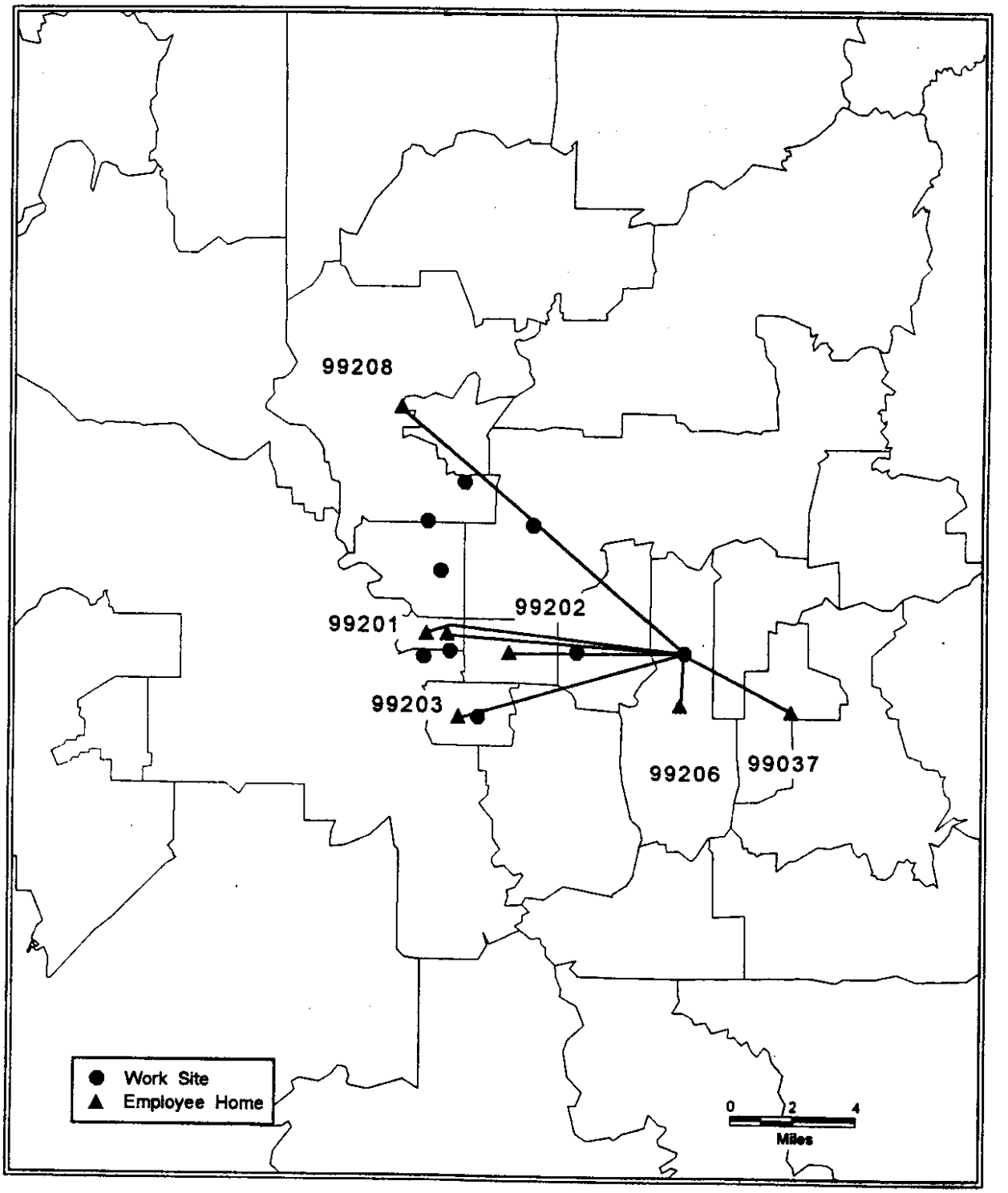
Spokane County and Clark County Commute Maps

Washington State Employee Commutes
Spokane County, Washington State



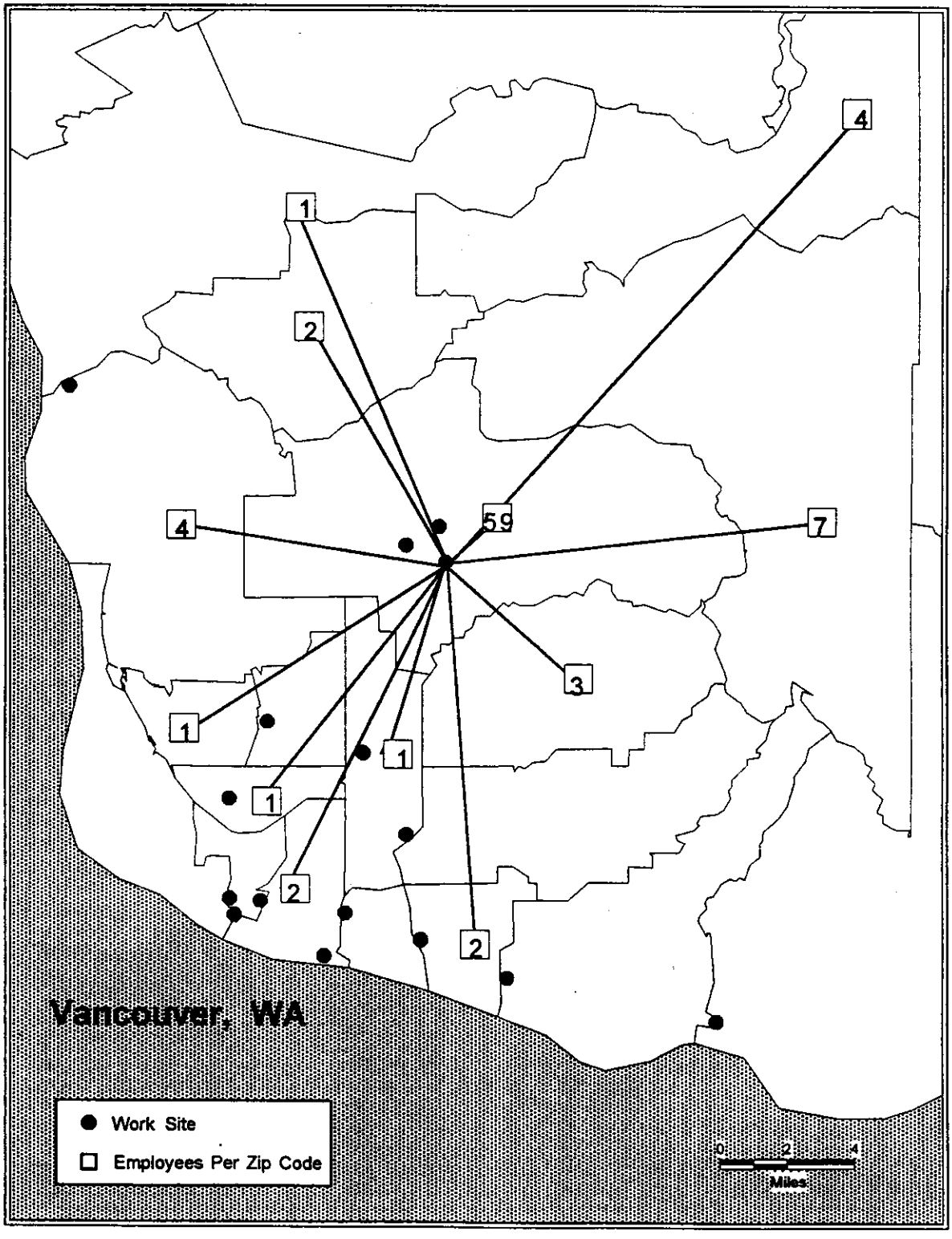
Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Washington State Employee Commutes
Spokane County, Washington State



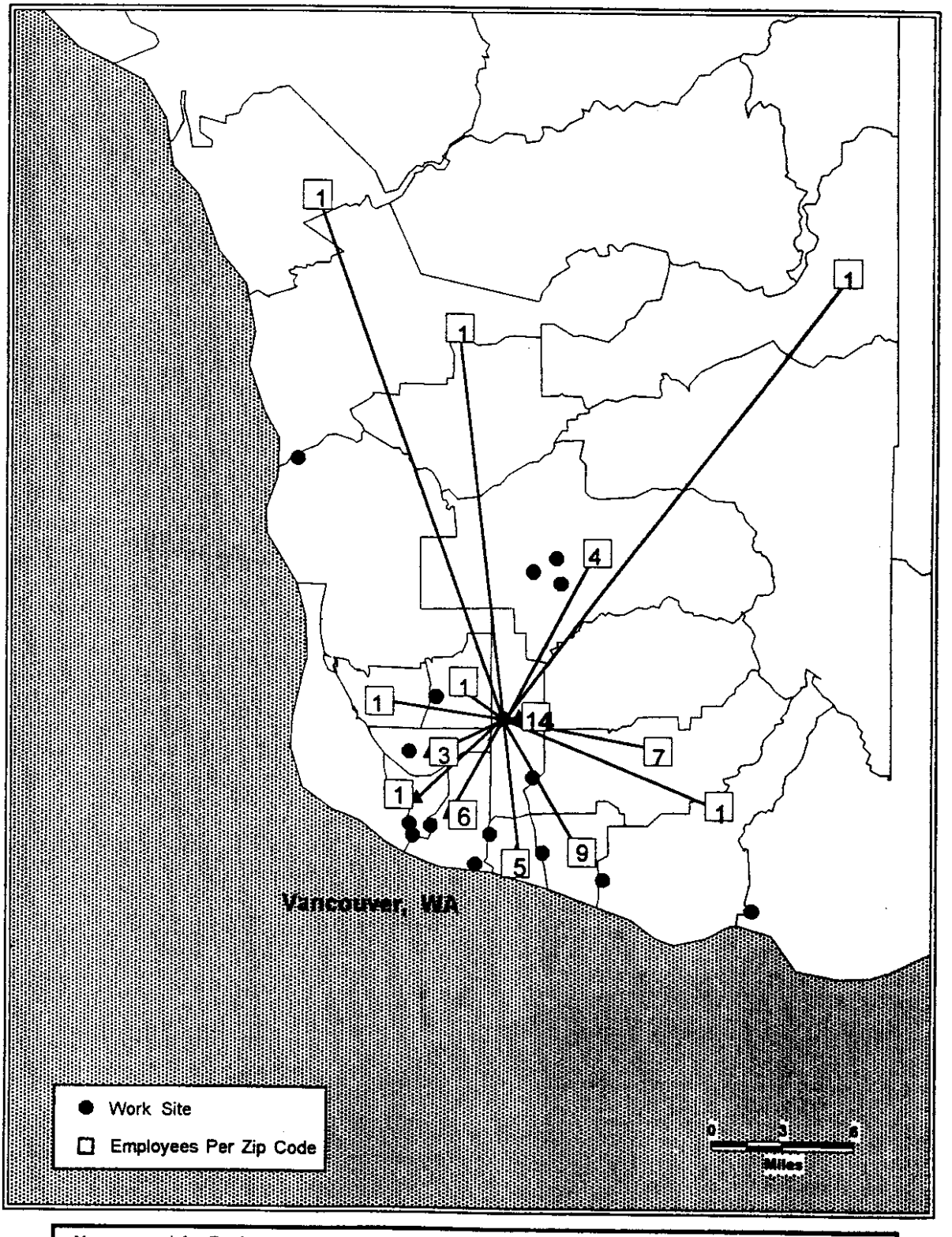
Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Restaurant #23 Employee Commutes
Clark County, WA



Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

Restaurant #38 Employee Commutes
Clark County, WA

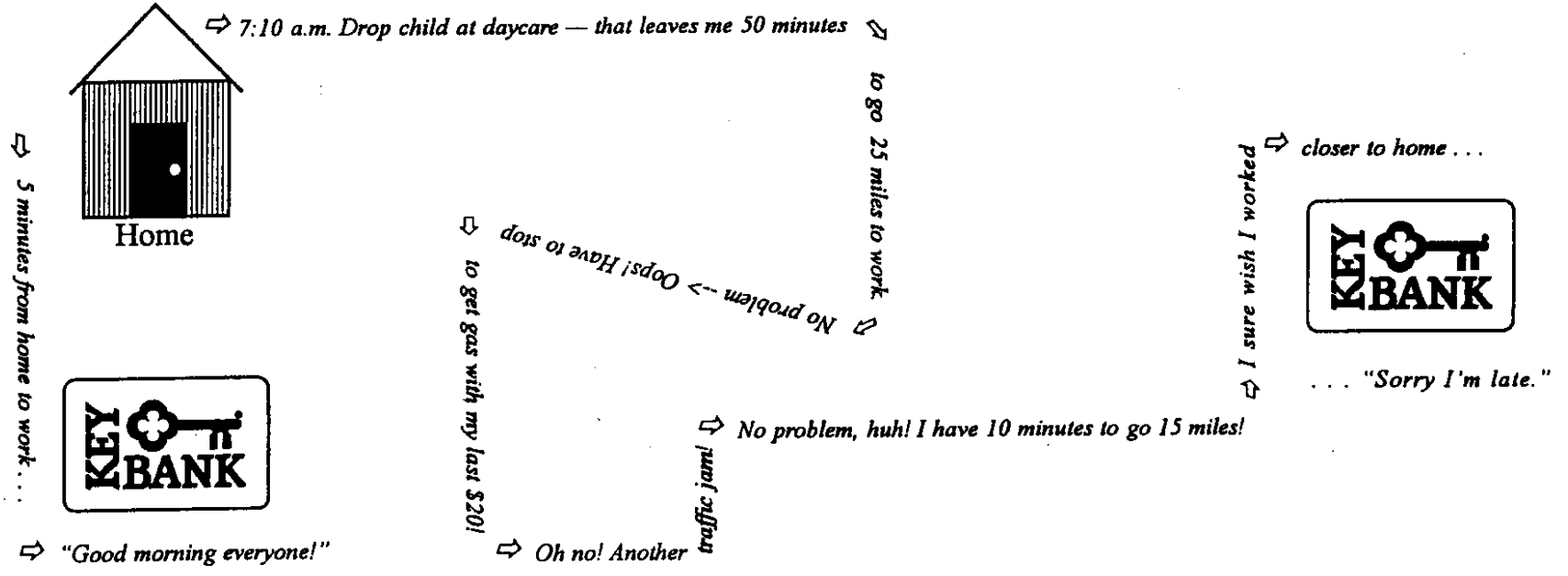


Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA

APPENDIX D

Sample Demonstration Project Poster and Employee Information Packet

Sign Up Now for Proximate Commuting



Would **Proximate Commuting** work for you?

Questions? Ask your supervisor or call your Employee Transportation Coordinator, (206)305-7451.

MEMO

DATE June 30, 1994

TO Proximate Commuting Eligible Employees

FROM Laurie Turner, Human Resources Employee Relations Manager
MS: WA 31-03-0749 (206) 305-7784

SUBJECT Proximate Commuting Pilot Program

Key Bank of Washington has been asked to participate in a 12 month pilot program called "Proximate Commuting". This initial 12 month project began in March, 1994, with funding made available through the Department of Transportation. Proximate Commuting is an innovative program developed by Mullins and Associates, and supported by the University of Washington, and the Department of Urban Mobility.

Proximate Commuting is a unique employment based commute reduction strategy conceived for the specific purpose of reducing long distance commuting. The "Proximate Commuting" program:

1. Establishes a pro-active system that identifies existing long distance commutes;
2. Lists optional shorter-commute worksites that have similar job positions available to the employees; and
3. Facilitates voluntary job transfers (or exchanges) for eligible employees to worksites with shorter commutes.

BENEFITS OF THIS PROGRAM ARE:

* More personal time for employees.
* Peace of mind in case of emergency at home.
* Lowered commute costs.
* Improved job satisfaction and overall quality of life.
* Reduced air pollution and traffic congestion.
* Committed employees working in the community in which they live.
* Improved morale and productivity.
* Less tardiness.

The enclosed packet will help you understand the program and the application process. To enroll, you simply complete the Proximate Commuting application, and return it to your Employee Transportation Coordinator at MS: WA 31-03-0749 by July 15, 1994. ***Whether you participate or not -- all non-exempt employees of the thirty branch sites chosen for this demonstration project are asked to fill out the short section at the top of the application -- Commute Information.*** You may also enroll at any time during the demonstration project period – June, 1994 to February 1995. However, we encourage all interested non-exempt employees at the thirty branch sites return their forms by July 15, 1994 to increase your chances of transferring to one of your preferred branches.

Please give this worthwhile program your serious consideration and sign up today if you'd like a shorter commute.

KEY BANK OF WASHINGTON
PROXIMATE COMMUTING DEMONSTRATION GUIDELINES

The demonstration project will be implemented for all non-exempt employees at 30 Puget Sound branches from June 1994 through February 1995. Based on the results of the demonstration, the program may be extended to other branch sites.

The program aims to prevent or reduce long distance commuting in three ways:

1. by improving efforts to match employees with positions close to their homes at the time of hire.

2. by establishing a proximate commuting **"waiting list"** to enable eligible employees to remain "in line" for future openings at alternate, shorter-commute branches.

3. by matching two or more long distance commuters who could "trade" comparable jobs.

Eligible employees who wish to enroll in the program must complete a Proximate Commuting (PC) application form and elect from one to three "shorter-commute" branches where they would prefer to work. Completed forms must be submitted to the Employee Transportation Coordinator (ETC) at MS: WA 31-03-0749. Transfer requests are subject to management approval and will be approved or denied in accordance with existing personnel policies and procedures.

ELIGIBILITY:

All non-exempt Key Bank employees at the selected test branches who meet the following requirements will be eligible to participate in the program.

1. Employees must have a long commute (distance or time) which would be reduced by transfer to a new branch. Reductions should be approximately 30% or greater, however, consideration will also be given to commute route (e.g., 520 bridge, Interstate 5, etc.), distance, mode and travel time. For example, a 25% reduction in a 65 mile commute is significant, but a 35% reduction in a 4 mile commute may not be considered as significant.

2. Employee's most current performance rating must be 3.0 or higher.

3. Employees must be willing to complete "before and after" commute trip logs and surveys to assist in the evaluation of the project.

As in the existing transfer policy, managers will maintain the right to waive transfer restrictions on a case by case basis. For additional information, contact the ETC at 305-7451.

PROXIMATE COMMUTING APPLICATION PROCESS

NEW-HIRE PROCESS:

Branch Manager Hires New Employee:

1. All new hire employees at the 30 test sites will need to complete the top portion of the PC application. *If a new employee cannot be placed at a branch closest to their home at the time of hire, the employee should complete the entire form.*
2. Forward the completed PC Application form to the Employee Transportation Coordinator (ETC) at MS: WA 31-03-0749.
3. ETC retains the original and sends a copy to Mullins and Associates.
4. ETC maintains a cumulative list of PC applications, and provides Mullins and Associates with updated new hire data on a bi-monthly basis.
5. New hire applications are then processed the same as existing employees.

EXISTING EMPLOYEE PROCESS:

Key Bank employees may apply for Proximate Commuting participation in two ways: 1) through PC match; and 2) through job postings.

1. **PC Match**

PC match identifies and matches employees who have comparable qualifications and wish to trade job sites in order to work closer to their homes. Employees complete and mail PC applications to the ETC at MS: WA 31-03-0749. Mullins and Associates compiles PC match data and provides updated information to the ETC, HR representatives, and HR division managers every two weeks. HR division managers notify appropriate branch managers of potential matches. Branch managers evaluate matches for eligibility and qualification, then interview according to the Career Directions program.

PC matches are intended to create a win-win situation for the branches involved. Unlike job postings that fill a posted opening, PC match transfers swap employees and should not create a job vacancy. PC match positions are not required to be posted.

2. **Job Postings**

Employees complete PC application and attach to the Career Directions form required for posted openings. Selection criteria for Career Directions applicants remain the same, however preference may be given to "closer-to-home" PC applicants if all other factors are equal. Employees are responsible to carefully review job postings. In addition, HR will attempt to notify PC applicants when openings occur at any of the applicants' three PC choices. Applicants may complete Career Directions forms if they choose to pursue the opening.

PROXIMATE COMMUTING APPLICATION

COMMUTE INFORMATION. This section is to be completed by all non-exempt employees. (Please Print or Type)

Name: Current Position Title/Grade:

Home Address (Include zip code)

Hire Date: Current Branch:

What percentage of the time do you use the following for your work commute? If you use several modes, give the percentage for each. For example, you may ride the bus 75% of the time and carpool 25%.

_____ Drive alone _____ Bike _____ Bus
_____ Carpool or vanpool _____ Walk _____ Other _____

Stops you normally make on your way to work:

☐ Child care ☐ Ridesharing/bus sites
☐ Elder care ☐ Errands (i.e., shopping, etc.)
☐ Other _____

Generally, how do you feel about your commute?

_____ Very good _____ Good ____ Neither Good Nor Bad _____ Bad ____ Very Bad

To enroll for the Proximate Commuting program, complete the section below. If not enrolling, please tell us why.

_____ _____
Signature Date

PROXIMATE COMMUTING PROGRAM. To enroll, please complete the following section.

Applying for: ☐ Program enrollment ☐ a current posted opening closer to your home

Position(s) desired at closer-to-home site:

Type of Transfer Requested (Current performance rating must be 3.0 or higher):

☐ Promotion ☐ Lateral ☐ Will consider downgrade

Summarize qualifications for position(s). _____

Hours you can work (earliest to latest each day):

From _____ to _____ Monday
From _____ to _____ Tuesday
From _____ to _____ Wednesday
From _____ to _____ Thursday
From _____ to _____ Friday
From _____ to _____ Saturday
From _____ to _____ Rotating Saturdays

Maximum hours per week _____ Minimum hours per week _____

List your preferred work locations below (1st Choice is your strongest preference). Also list the commute miles and commute time from home to work (one way only) for each of the sites.

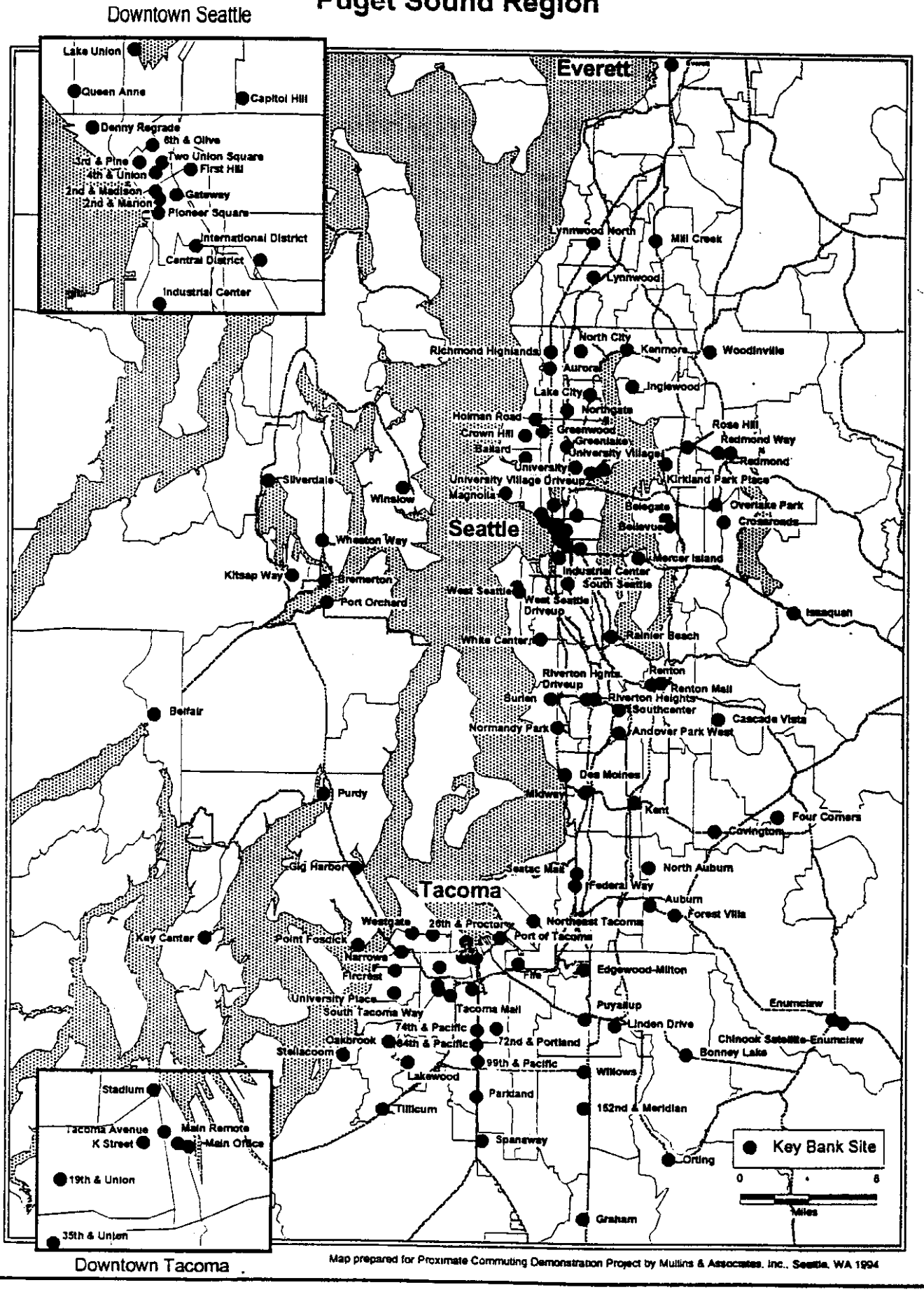
	Current Site	1st Choice	2nd Choice	3rd Choice
Site Name				
Commute Miles				
Commute Time				

How will participating in the Proximate Commuting program benefit you? _____

[ ] Accepted [ ] Not Accepted [ ] Applicant Notified Date:

RETURN COMPLETED FORM TO: HUMAN RESOURCES, MAIL STOP WA- 31-03-0749

Key Bank Branch Sites
Puget Sound Region



Map prepared for Proximate Commuting Demonstration Project by Mullins & Associates, Inc., Seattle, WA 1994